

THE GEORGE WASHINGTON UNIVERSITY  
Washington, D.C.

MINUTES OF THE REGULAR MEETING  
OF THE FACULTY SENATE HELD ON  
MAY 10, 2002, IN THE ALUMNI HOUSE

Vice President Lehman called the meeting to order at 2:17 p.m.

- Present: President Trachtenberg, Vice President Lehman, Registrar Geyer, Parliamentarian Pagel; Deans Southby and Williams; Professors Balla, Castleberry, Cordes, Duff, Griffith, Gupta, Haque, Harrington, Kennedy, Klarén, Maggs, Paratore, Robinson, Sell, Simon, Wilmarth, and Zaghloul
- Absent: Deans Folkerts, Futrell, Harding, Phillips, Tong, Whitaker, and Young; Professors Briscoe, Cawley, Divita, Friedenthal, Gallo, Glascock, Pelzman, West, and Wirtz

APPROVAL OF THE MINUTES

The minutes of the April 12, 2002, meeting were approved as distributed.

CHANGE IN THE ORDER OF THE AGENDA

Professor Robinson moved that the order of the Senate's agenda be changed so that the Report on the Mount Vernon Campus by Executive Dean Grae Baxter could be considered as the next item of business. The motion was seconded, and passed.

REPORT ON THE MOUNT VERNON CAMPUS

Dean Baxter began her presentation by giving a short history of the Mount Vernon Campus (MVC). Senate members would probably recall, she said, that in the Fall of 1996, GW affiliated with Mount Vernon College, which was a financially distressed women's college. In connection with the terms of the affiliation agreement, the facilities and land of the College were transferred to the University. A planning process, with faculty representation, was then undertaken, and Professor Robinson, current Chair of the Executive Committee of the Faculty Senate, was a leader in that process. In the Fall of 1997, a plan to create The George Washington University at Mount Vernon College – a new GW campus – was finalized, and the University then moved to wind down as gracefully as possible the academic operations of Mount Vernon College and develop the new campus.

Several goals were immediately apparent: the need to develop facilities for academic programming, with an emphasis on undergraduate teaching, to serve all the Schools of the

University; the necessity for GW to develop more varsity sports opportunities for women pursuant to Title IX; and provision for student residence facilities.

Since approval of the Mount Vernon campus plan, which is separate from the Foggy Bottom campus plan, residence facilities have all been renovated and expanded, and presently 440 resident students, men and women, can be accommodated on campus. A new NCAA regulation soccer/lacrosse field, the home field for the University Women's lacrosse team, has been added, and there is also an NCAA softball field for the new Women's softball team. New tennis courts, parking and other amenities have been added. One project presently underway is the renovation of the science building on campus, with the renovation of two, or possibly three, laboratories.

Dean Baxter continued, saying that more important than facilities improvements has been the development of programming at the MVC. Dean Baxter then described Professor Robinson's leadership role in the development of the Interior Design Program there. Studio renovation has been undertaken, new equipment has been secured, and the program has a resource library. Computer facilities and software have been upgraded. It is now possible for students to work with industry standards, and Mount Vernon has also expanded its curriculum in Computer-Aided Design. What started as a very small program has grown dramatically, she added, with 33 graduate students, and approximately 40 undergraduate majors expecting to declare. Four new faculty have been added, and Dean Baxter said she anticipated full accreditation for the program very soon.

Dean Baxter also recognized the efforts of Professor George Stevens of the Geology Department, another academic pioneer who, from the very beginning, volunteered to teach at the MVC, and has developed extremely successful courses in addition to his work at the Foggy Bottom campus. Another Professor in residence, Terry Hufford, is assisting the MVC to develop its science curriculum in Honors Biology and other science offerings.

Another program of note, she continued, was Mount Vernon's fourth year of involvement in Women's Leadership Programs, which now include Women in the Arts, Science and Technology, Politics and Policy, and International Leadership. This year, she said, 60 women participated in these four programs, which require students to reside together at the MVC with a Graduate Teaching Assistant. Nearly 80 women are expected to participate in this program next year, she added. The Honors program, while still based and having its largest number of students at Foggy Bottom, also enrolls approximately 47 men and women at the MVC, and next year, more than 80 students are expected.

Dean Baxter also reported that each semester the MVC has over 62 faculty members teaching 115 course sections, in addition to labs, discussions, and symposia, totaling a course enrollment of approximately 1,000. In addition, nearly 72% of students taking courses at the MVC are Foggy Bottom campus residents. Another highlight at the MVC, she added, was the Composition and Cultural Studies Conference which attracted over 1900 students from English 10 and 11, as well as faculty from other city educational institutions. This was a huge success, she said, and they hope to do it again next year, and expand it consortium-wide. One tradition continued from the Mount Vernon College years is the annual poetry festival which, again, was very successful and has proven to be a valuable means of outreach to other campuses. MVC also hosts theatre and dance performances,



and is moving forward in providing more exhibition space for student art, in cooperation with collections at the Foggy Bottom campus. Finally, Dean Baxter noted that many of these activities and facilities improvements have been supported in part by approximately \$4.5 million in contributions from Mount Vernon alumni, families, and friends. This is extraordinarily generous under the circumstances, she said, and shows that these people still feel a connection to Mount Vernon and wish to contribute to its legacy, as it is still a campus engaged in matters important to them.

Looking forward, Dean Baxter said that the MVC expects full enrollment next year, with approximately 440 resident students. Most likely, she added, all but 60 will be freshmen, and the campus is presently evolving primarily as a freshman campus. In connection with the Honors Program, she reported that Professor David Rowley, Deputy Director, would be spending a great deal more time at the MVC. As an outgrowth of the MVC's receipt of Hewlett Grants, the campus will also offer a number of Hewlett Courses. In conclusion, Dean Baxter said that a substantial portion of the funds needed to renovate the science building are in hand, and it is hoped that would be completed by Fall, 2003. Dean Baxter then invited faculty to visit the campus, and promised to buy them lunch if they did so.

President Trachtenberg arrived at the meeting and apologized for being delayed by a conflicting professional obligation. He asked Dean Baxter if she had briefed the Senate on summer recreational opportunities at the MVC. Dean Baxter responded by noting that faculty should by now have received a flyer about the new MVC tennis facility and the swimming pool. The tennis bubble houses five courts, and six outside courts are also available. Parking is free, and there are locker facilities on the premises. President Trachtenberg then asked about the costs for use of these facilities, and Dean Baxter responded that while the initiation fee is \$2,000, there would be a window of opportunity in which faculty would be able to have this fee waived. Dues are \$240 a month per individual.

Professor Griffith asked Dean Baxter to clarify her role as Executive Dean of the MVC. Dean Baxter responded that she reported to the Vice President for Academic Affairs, and her role was to coordinate programs at the campus that originated in GW's schools. Professor Griffith then asked if she supervised special programs at the MVC, and if she had any sort of advisory faculty council. Dean Baxter confirmed that a Faculty Advisory Board had been utilized to develop the Women's Leadership Programs. However, that Board has now been disbanded, because the academic content of those programs - two courses - are courses from the University curriculum published in the Bulletin after being approved through normal channels by the Schools. Dean Baxter also confirmed that she is responsible for oversight of co-curricular activities and residential components of the MVC.

Professor Kennedy asked if the MVC offers Honors courses, and Dean Baxter confirmed that it does. Professor Duff asked if there were enough students volunteering to reside at the campus, rather than being assigned there. Dean Baxter said that the MVC had only been mentioned in Admissions literature for the first time last year, so people are still learning about it. 175 of the incoming freshmen chose the MVC, and 60 continuing students have chosen to return; these numbers include the 80 students in the Women in Leadership programs who reside on the campus as part of the academic program. The balance of students, she added, would be assigned to the MVC. Professor Griffith asked if GW was

still giving students the alternative of being admitted if they would go to the MVC, but refusing admittance if they would not. Dean Baxter confirmed that this was not a current practice; students are assigned to housing at the MVC just as they would be assigned to a residence in a Foggy Bottom residence hall.

President Trachtenberg then assumed the Chair and called upon Professor Wilmarth to introduce Resolution 02/01.

I. RESOLUTION 02/01, "A RESOLUTION TO AMEND THE FACULTY CODE OF THE GEORGE WASHINGTON UNIVERSITY TO PROVIDE A REQUESTED STATEMENT OF REASONS TO LONG-TERM CONTRACT FACULTY UPON NONRENEWAL OF THEIR APPOINTMENTS"

On behalf of the Committee on Professional Ethics and Academic Freedom (PEAF), Professor Arthur E. Wilmarth, Jr., Chair, moved the adoption of Resolution 02/01, and the motion was seconded. He reviewed the development of the Resolution by a subcommittee of the PEAFF and the Appointment, Salary and Promotion Policies Committee (ASPP). Presently, he said, the Faculty Code provides that a faculty member will receive a statement of reasons for non-renewal of their appointment only in cases where they are dismissed during their term of appointment, or if a non-renewal notice is sent later than specified in the Code, but not otherwise. The Senate would remember, he said, that a similar Resolution (01/7) had been introduced at the March Senate meeting, and two changes had been made by the Senate: to provide that the statement of reasons be written, rather than oral or written, and that the statement be made available to faculty in a full-time status for five or more years. Following discussion, the amended Resolution was recommitted to the PEAFF for further study, and Resolution 02/01 was the result of the Committee's deliberations.

Turning to the Resolution, Professor Wilmarth pointed out that the length of service triggering the requested statement of reasons had been raised from 5 years to 9 to avoid any question over whether or not a similar statement of reasons should be given for a tenure-track faculty member not granted tenure. This was not the PEAFF's intent, he said, as it felt that tenure review standards in the Faculty Code are quite sufficient to protect tenure-track faculty. The Resolution, he added, applies to contract faculty, and as the length of service triggering the statement requirement was set at 9 years, it appears that the Resolution would apply to approximately one-fourth of the approximately 350 full-time contract faculty. The basic purpose of the Resolution, he said, remained the same as before – to provide in writing, upon request, a statement of the reasons for non-renewal of a contract faculty member who has been employed by the University in a full-time capacity for a significant period of time. In conclusion, Professor Wilmarth said the PEAFF felt the Resolution would also promote sound decision-making, and encourage the University to properly follow annual report procedures and other means of providing feedback to contract faculty.

Professor Simon spoke in opposition to the Resolution even though he said he understood the reasoning behind it. It would probably not produce sound decision-making, but rather would encourage diplomacy in writing, and further, he said he did not see a reason to compel the University to provide a written statement of reasons for non-renewal.

Professor Castleberry agreed, saying that he was not aware of any evidence that lack of a written statement of reasons was impeding employment searches for faculty.

Professor Gupta inquired about the number of contract faculty in the Medical Center who would be affected by the Resolution, if adopted. While the specific numbers were not available at the meeting, Vice President Williams confirmed that the Medical contract faculty usually have one-year contracts on the clinical, as opposed to the teaching, side. He estimated that there were over 200 such non-tenured positions in the Medical Center, and providing written statements of reasons could prove burdensome there.

Professor Griffith spoke in support of the Resolution and added that the whole question of the rising proportion of full-time non-tenure-accruing faculty is of increasing concern at the University, and he observed that it is difficult to sustain a highly competent and collaboratively working faculty if there are radical distinctions in faculty status. There are few rules, he said, for dealing with contract faculty who have a certain amount of seniority, and his inclination was to ask why the PEAFF had settled upon a 9 year period for statement eligibility. He also said that he personally thought it would be reasonable to give a statement of reasons to anyone who is terminated at a shorter point in service, such as 5 or 6 years.

Vice President Lehman reiterated that he was not in favor of the Resolution, for several reasons. There are two classes of contract faculty at the University, as mentioned at the last Senate meeting. There is a small group that dates back to the 1970's when the budget situation at the University did not permit hiring in tenure line positions. These people are now approaching 25 years of service at the University. Another group of contract faculty are hired for not more than two or three-year appointments. Yet another group of contract faculty appointments are totally contingent upon programmatic considerations. In addition to encouraging the production of bland and very neutral termination statements, Vice President Lehman said he could not understand the problem which the Resolution seeks to solve, given the categories of contract faculty at the University. Vice President Lehman then again urged that the Resolution be defeated.

In response to Professor Griffith's and Vice President Lehman's remarks, Professor Wilmarth said he thought the PEAFF would have probably preferred to keep the original 5 year period for eligibility for the written statement of reasons, but had settled upon the 9 year period as this seemed the best way to avoid any concern regarding a potential impact on the tenure review process. In his view, the Resolution would provide minimal due process for faculty who had committed at least 9 years of their professional life to the University. It was also, he said, an indirect way of encouraging proper evaluation of and feedback to contract faculty members. President Trachtenberg said it seemed to him that the feedback issue was a very different one than giving a statement of reasons for not renewing a faculty member's appointment, and he pointed out that faculty members would have to ask for the statement, according to the Resolution. This might have the unintended consequence of forcing faculty to request the statement of reasons, since employers would know they could request them. Professor Wilmarth agreed that faculty members terminated for substandard performance or outright incompetence would probably not ask for a statement of reasons, but for faculty members who had been let go for programmatic reasons or a decline in enrollment, the statement might be helpful.

Professor Kennedy said he thought one reason for withholding a statement of reasons might be some legal risk for the University, and he suggested that faculty members be given a routine letter when dismissed for programmatic reasons. If there were other reasons, those statements could then be issued in specific cases.

Professor Duff said he was ambivalent about the Resolution. Often he said, for fear of litigation, requests for references produce nothing more than the number of years a person was employed. On the other hand, he said, the Resolution might encourage faculty to be terminated before the 9<sup>th</sup> year so that a statement would not be required.

Discussion followed by Professor Gupta, who spoke in opposition to the Resolution, and by Vice President Lehman and Professor Griffith, who asked about counseling and feedback provided to non tenure-track faculty. Vice President Lehman stressed that regular, active-status faculty who come up for contract renewal are reviewed very thoroughly in all of the schools.

Professor Maggs spoke in favor of the Resolution, observing that opposing it would not prevent non-renewed faculty from obtaining a statement. Adopting the Resolution, he said, would encourage sound decision-making, and it would be fair to someone who had worked at the University for nine years. Professor Harrington agreed with Professor Maggs.

The question was called, a vote was taken, and Resolution 02/01 was adopted with 8 in favor, 6 opposed, and 3 abstentions. (Resolution 02/01 is attached.)

#### REPORT ON PART-TIME FACULTY

Professor Emmet Kennedy, Chair of the Appointment, Salary, and Promotion Policies Committee (ASPP), reviewed key points of the Committee's Report which had been distributed with the agenda for the meeting. Two conclusions were cited in the Report: 1) that departments with large numbers of part-time faculty need to make a more forceful case to the administration regarding their instructional needs, and 2) that the administration, together with the ASPP Committee, should come up with a reasonable formula correlating the monetary value of part-time service to a fraction of corresponding remuneration for full-time faculty. That is, he explained, if a full-time salary represents three different domains of research, teaching and service, then a part-time faculty member doing only one of these would receive a fraction of a full-time salary, rather than receiving compensation based upon other criteria.

President Trachtenberg observed that adjunct faculty have many reasons for teaching in this capacity, and that, even though the institution clearly benefits from the work of these part-timers and equitable compensation is a desirable goal, it is not clear that additional money is the only way to reward all of these faculty members. There is also the matter, he added, of finite financial resources when it comes to increasing part-time faculty salaries, given the fact that GW strives to meet the 80% and 60% AAUP guidelines for full-time faculty. A short discussion followed between Professor Kennedy and the President on possible alternatives to increased monetary compensation to part-time faculty. Professor



Robinson said that she tended to agree with Professor Kennedy and the Committee in their conclusion that part-time faculty salaries should be examined, and where appropriate, increased to reflect their actual contribution. It is a matter of basic fairness, she added, and the Senate has never addressed it. It is also an extraordinarily important matter, she concluded, and the full-time faculty has a responsibility to their part-time colleagues, as does the institution.

President Trachtenberg said he thought that human beings, presumably, ought to come before a lot of other things, particularly in universities, but he added that every university in this country is confronted with these economic issues vis a vis the compensation of adjunct faculty and teaching assistants. He added that he would welcome the Senate's suggestions in this matter, but warned that such solutions should be offered in the context of finite budgetary resources. It is important to keep in mind that choices may have to be made. If we want to spend our money on "A" we may elect not to do "B." Professor Griffith observed that while the ASPP Report did not request action on the Senate's part, he hoped that the Executive Committee would keep this item on the agenda of the Senate, as the institution's relationship to part-time and contract faculty are really key issues.

#### GENERAL BUSINESS

I. NOMINATION FOR ELECTION OF A REPRESENTATIVE FROM THE ELLIOTT SCHOOL OF INTERNATIONAL AFFAIRS TO THE EXECUTIVE COMMITTEE FOR THE 2002-03 SESSION

On behalf of the Nominating Committee, Professor Duff moved the nomination of Professor Peter F. Klarén (ESIA) to the Executive Committee for the 2002-03 Session. The nomination was approved.

II. APPROVAL OF DATES FOR REGULAR SENATE MEETINGS IN THE 2002-03 SESSION

Professor Robinson asked for approval of the dates for the regular meetings of the Faculty Senate for 2002-03 Session. The following dates were approved:

May 10, 2002  
September 13, 2002  
October 11, 2002  
November 8, 2002  
December 13, 2002

January 17, 2003  
February 14, 2003  
March 14, 2003  
April 11, 2003



III. NOMINATION FOR RE-APPOINTMENT BY THE PRESIDENT OF PROFESSOR SCOTT B. PAGEL AS FACULTY SENATE PARLIAMENTARIAN FOR THE 2002-03 SESSION

Professor Robinson moved the nomination for re-appointment by the President of Professor Scott B. Pagel as Parliamentarian of the Faculty Senate for the 2002-03 Session. The nomination was approved.

IV. NOMINATION FOR ELECTION OF CHAIRS AND MEMBERS OF FACULTY SENATE STANDING COMMITTEES FOR THE 2002-03 SESSION

Professor Robinson moved the nomination for election of Chairs and members of Faculty Senate Standing Committees for the 2002-03 Session. The nominations were approved. (List of Chairs and members of Faculty Senate Standing Committees is enclosed.)

V. NOMINATION FOR ELECTION OF NOMINEES TO THE DISPUTE RESOLUTION COMMITTEE

Professor Robinson moved the nomination for election of Professors Kurt J. Darr (SPHHS) and Irving I. Glick as members of the Dispute Resolution Committee for a three-year term commencing May 1, 2002. The nominations were approved. She also moved the election of Professor Darr as Chair of the Dispute Resolution Committee for a one-year term commencing May 1, 2002, and the nomination was approved.

VI. NOMINATION FOR APPOINTMENT BY THE PRESIDENT TO ADMINISTRATIVE COMMITTEES

Professor Robinson moved the nominations for appointment to the following Administrative Committees: Committee on Student Publications: Peter Rollberg; University Space Committee: Salvatore F. Divita. The nominations were approved.

VII. NOMINATION FOR APPOINTMENT BY THE BOARD OF TRUSTEES TO THE FOLLOWING COMMITTEES

Professor Robinson moved the nominations for appointment by the Board of Trustees to the following Committees: Trustees' Committee on Academic Affairs: Lilien F. Robinson; Trustees' Committee on Student and Alumni Affairs: Salvatore R. Paratore; Trustees' Centuries Campaign Committee: William B. Griffith; Trustees' Committee on External Affairs: Joseph J. Cordes; Trustees' Committee on Infrastructure and Information Technology: Philip W. Wirtz. The nominations were approved.

# VIII. NOMINATION FOR ELECTION BY THE FACULTY SENATE TO THE STUDENT GRIEVANCE REVIEW COMMITTEE

Professor Robinson moved the nomination of Professor Jack H. Friendenthal for election by the Faculty Senate to the Student Grievance Review Committee. The nomination was approved.

# IX. REPORT OF THE EXECUTIVE COMMITTEE

Professor Robinson presented the Report of the Executive Committee, which is enclosed.

Professor Wilmarth asked President Trachtenberg if it would be reasonable to assume that the Compliance Line would be disconnected by Memorial Day. President Trachtenberg explained that University Counsel was concerned that if the University simply disconnected the line without mailing a notice containing some justification for this to all University faculty and staff who received the first letter, that this would place the University in a difficult situation. Thus, he said, the Compliance Line would not be disconnected. He added that the message on the Line would be changed the following week, so that people calling would be directed to take their complaints directly to deans and department chairs, as was formerly customary. The Line would remain in place, he added, but would no longer take complaints.

Professor Banzhaf asked if the new process would still take anonymous complaints. President Trachtenberg responded that this was the very issue that Counsel and faculty need to resolve. Professor Banzhaf then observed that Harvard University had just the past week moved in an opposite direction, with regard to sexual assault complaints, by strengthening the required standard of proof, and requiring some sort of extrinsic evidence in such cases. This move away from entertaining anonymous complaints, secret investigations, and so on, he added, were relevant to the discussion. President Trachtenberg said that he thought that Harvard's policy pertained to students, not to the institution at large, but he said it seemed to him the question is whether or not an institution is obligated to investigate an anonymous complaint. Some of this might depend, he said, upon the plausibility and nature of the anonymous complaint, but he added that this was just the sort of issue that needed to be discussed by thoughtful people, at least initially in a smaller forum. In addition to the issue of anonymity, he added, was that of consistency, so that an institutional response would not be so decentralized as to produce different responses to similar complaints. This would probably require formulation and adoption of some sort of definitions and standards that would be applicable University-wide. This work, he said, could not possibly be completed by Memorial Day.

Professor Banzhaf then asked if University Counsel would be willing to set down in writing the reasons and justifications for any forthcoming policy, and President Trachtenberg replied that that would be up to the group consulting about the Compliance Line and Procedures. Professor Banzhaf then observed that formerly, when written justification for, for example, the sexual harassment policy had been produced, it had not

stood up to serious scrutiny. Professor Banzhaf then reiterated that he hoped that forthcoming reasons and justifications would be offered in written form.

#### **X. ANNUAL REPORTS OF FACULTY SENATE STANDING COMMITTEES**

Professor Ginger Smith, Acting Chair of the Faculty Development and Support Committee, gave an oral report, saying that the Committee had focused upon two objectives during 2001-02. These were examining incentives for faculty research, and funding to cover organizational membership and conference attendance to present research products leading towards publication. Meeting mostly on-line, the Committee developed a survey that was sent to nine deans, and has now begun the process of examining responses to the survey so that a summary can be presented to the Senate in the fall. Preliminary results indicate that financial incentives are too low. Professor Smith then thanked the members of the Committee: Professors Prabhvir Bagchi and Angelica King, Business School; Natalie Frank, Psychology; and Amy Mazur, Education. Dr. Smith then offered to continue serving as Acting Chair of the Committee for the academic year 2002-03.

Written Annual Reports of the following Senate Standing Committees were also received: Admissions Policy, Student Financial Aid, and Enrollment Management; Appointment, Salary and Promotion Policies; Athletics and Recreation; Educational Policy; Faculty Development and Support; Fiscal Planning and Budgeting; Library; Professional Ethics and Academic Freedom; and the Joint Committee of Faculty and Students, and the Executive Committee. (The Reports are attached.)

#### **XI. REPORT ON THE FREEDOM QUILT PROJECT**

Professor Robinson requested the privilege of the floor for Ari Mittleman, Student Co-Chair of the Freedom Quilt project. Mr. Mittleman thanked the Senate for allowing him to make a short presentation to describe the project, and he thanked President Trachtenberg, Dean Baxter of the Mount Vernon Campus, Bernard Demczuk, Assistant Vice President for Government, International & Corporate Affairs, and Associate Vice President for Student & Academic Support Services Mike Gargano for their support of the project. Mr. Mittleman described himself as an Honors Student and first-year American Studies major and related that the idea for the project had originated with himself and another student co-chair, Taryn Schaberg. The core idea was that every student organization, academic department, sports team, residence hall, or other significant entity on campus would be asked to decorate one of 356 three-foot square fabric panels, which would then be sewn together over the summer to create a giant U.S. Flag which would be unveiled at 11 a.m. on the Ellipse on September 12, 2002. The Flag would then remain there for viewing until September 15. Mr. Mittleman then distributed a list of people and groups who had endorsed the idea, and added that he had spoken that day with Senator Landrieu's Chief of Staff, who was enthusiastic about meeting with him to discuss taking part in the unveiling.

Mr. Mittleman then said that his reason for appearing at the Senate meeting was not only to publicize the project, but also to seek the Senate's advice on the best way to

encourage academic departments to participate over the summer. Professor Cordes said that this was the first he had heard of the Freedom Quilt, and inquired about efforts already underway to secure departmental participation. Mr. Mittleman replied that solicitation of departmental participation had just begun. President Trachtenberg suggested that Mr. Mittleman contact the Dean's Office of each School as a means of initiating communication with each department, followed up with a visit to the Chairs, and/or issuance of a memorandum to them soliciting participation. He also said he thought it would be a good idea to have an article in By George about the project. Mr. Mittleman then thanked the Senate again for its attention.

#### BRIEF STATEMENTS (AND QUESTIONS)

Professor Griffith asked about enrollment targets for fall, and President Trachtenberg responded that the University was hoping to enroll approximately 2,250 students. This would mean, unfortunately, turning down some 150-200 qualified students who wished to enroll and who we would love to have here. All Schools had met their enrollment targets, he added, with the exception of the School of Engineering and Applied Science. He added that Dean Tong was to go abroad to recruit international students, but that this would be difficult at the undergraduate level, as the marketplace for these students is very competitive, with other Schools becoming increasingly inventive in their recruitment efforts. Professor Griffith asked if graduate recruitment was being hampered by students experiencing difficulty in obtaining visas, and President Trachtenberg responded that there was only a little evidence of this thus far.

On behalf of faculty members at the Law School, Professor Maggs asked if the administration would consider waiving the initiation fee for faculty members to join the President's Club at the Wellness Center. President Trachtenberg responded that the fee would not be waived for anyone. Professor Maggs also asked if GW students would have to pay fees over the summer for the use of athletic facilities, and the President said that he thought that regular GW students who were here over the summer would be able to use the Health and Wellness Center in much the same way they conventionally do.

President Trachtenberg invited the Senate to pass by Kogan Plaza after the meeting to view a sculpture installed that afternoon called "Suffusion" by Arthur Carter. Although the official unveiling would not take place for some time, he added, it was well worth a trip to view this artwork.

#### ADJOURNMENT

Upon motion made and seconded, the meeting was adjourned at 4:10 p.m., and was followed by a reception in the Alumni House Parlor.



Dennis L. Geyer  
Registrar

**A RESOLUTION TO AMEND THE FACULTY CODE OF THE GEORGE  
WASHINGTON UNIVERSITY TO PROVIDE A REQUESTED STATEMENT OF  
REASONS TO LONG-TERM CONTRACT FACULTY UPON NONRENEWAL  
OF THEIR APPOINTMENTS (02/01)**

**WHEREAS,** Article II of the Faculty Code provides a guarantee of academic freedom to all members of the faculty, including those members who do not have tenured or tenure-accruing appointments ("contract faculty"); and

**WHEREAS,** Article V.A. of the Faculty Code provides that each appointment of a contract faculty member for a definite period of service expires (subject to certain qualifications) upon completion of the stated term of the appointment; and

**WHEREAS,** granting a contract faculty member with nine or more years of full-time service the right to request a written statement of reasons for the nonrenewal of his or her appointment will encourage decision-making based on sound reasons, while preserving appropriate flexibility in terminating faculty members without tenure; and

**WHEREAS,** it is fair and reasonable to inform a long-term, full-time member of the contract faculty of the reasons for a nonrenewal decision, upon request; and

**WHEREAS,** among other reasons, a long-term, full-time member of the contract faculty might request such a written statement for the reasonable purpose of showing potential future employers that the University decided not to renew his or her appointment based on declining enrollment or other relevant curricular or programmatic considerations, and not because of incompetence, substandard performance or misconduct; **NOW, THEREFORE,**

**BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY THAT THE FACULTY CODE BE AMENDED AS FOLLOWS:**

1. That Article V.B. of the Faculty Code be amended by adding a new paragraph 2, to read as follows:

**2. Providing Information as to the Basis for the Nonrenewal of Certain Appointments.**

If a decision is made not to renew a regular, active-status faculty member who has served in a full-time, non-tenure-accruing status for nine or more years, that faculty member is entitled, upon request, to obtain a written statement of the reasons for the decision.

2. That existing paragraphs 2 and 3 of Article V.B. of the Faculty Code be redesignated as paragraphs 3 and 4 thereof.

Committee on Professional Ethics and Academic Freedom  
April 19, 2002

Adopted, May 10, 2002



**The George Washington University  
Faculty Senate Committee on  
Admissions Policy, Student Financial Aid, and Enrollment Management  
Annual Report**

Faculty Senate Committee on Admissions Policy, Student Financial Aid, and Enrollment Management held two meeting this year.

At our first meeting on December 5, 2001 we had presentations from Ms. Kristin Williams (Graduate Student Enrollment Management) and Ms. Geri Rypkema (Fellowship and Graduate Student Support). At our second meeting on February 7, 2002, we had presentations from Mr. Daniel Small (Student Financial Assistance) and Dr. Kathryn Napper (Undergraduate Admissions). These presentations provided the committee valuable information about the current state of affairs at the university. Some of this information is summarized in this report.

An article in the February 25, 2001 issue of *The GW Hatchet*, left an impression that GW Admissions Office routinely rejects applicants with SAT scores of 1400 and above. This was attributed to V.P. Chernak's statement in *The GW Hatchet*: "GW often rejects high school seniors with SAT scores above 1400 because they will not attend GW." The committee Chair heard from a number of concerned faculty members about the state of affairs in the Undergraduate Admissions.

In response, the committee Chair spent some time in the admissions office and watched an admissions committee do their deliberations. He saw a 1400 SAT applicant being rejected; he reviewed this student's folder in detail and concurred with the committee's decision. He also saw a couple of other 1400's being accepted— he recalls hearing that these two students would probably not come to GW.

The committee Chair was provided the following statistics: GW's institutional profile is primarily in the 1250-1350 SAT range (85<sup>th</sup> percentile) and approximately 30% of the offers of admission are accepted in this range. Higher we go, the lower the acceptance rate becomes. In the "Elite" range of 1450 and above SAT (95<sup>th</sup> percentile), we only get about 13% acceptance rate.

The Chair tried, unsuccessfully, to call a meeting of this committee in early April to review the undergraduate admissions process. The plan was to examine the admissions criteria as well as financial aid decision making process. The Director of Admissions was invited in late February to find a suitable time when she could provide information to the Committee— first we discovered that this meeting could not be held until the end of March as the admissions letters were going out around that time. Subsequently we were informed that the students will be visiting campus and no such meetings would be possible until middle to late May.

As it is too late for this year's committee, this work is left over to the next year's committee which is advised to call a meeting early in the semester to resume deliberations on these matters.

**Note:** In order to be able to carry out its mandate, this Committee needs full cooperation of the University Administration, in particular, the cooperation of the Admissions Office.

Here is some of the information the committee received this year that might be of interest to faculty senate.

### **Graduate Admissions and Financial Aid**

1. Overall, after a 10% drop for summer/fall 1997, graduate applications have been slightly increasing yearly, with 3% increase in 2001, but this obviously varies by program, degree, and campus.
2. The biggest thing that's happening in graduate admissions is technology. Almost 37% of all summer/fall 2001 applications for admission were submitted using the online application. We are now using a web-based prospect database system, which provides the schools with easier access to the data and greater options for communicating with prospects, and has significantly reduced data entry and shortened the turnaround time for providing inquiry labels.
3. The number of local applicants for graduate admissions has been going down for the past few years, no doubt due to an increasingly competitive market. All local universities have stepped up their marketing efforts, but the University of Maryland, Georgetown, Strayer, and Johns Hopkins have really gone all-out. Virginia and Maryland state universities (Virginia Tech, U-Va, and Johns Hopkins) are offering more and more graduate programs in Washington or northern Virginia. Many traditionally "out-of-state" universities are offering Washington-based graduate degree programs (e.g., University of Southern California, National-Louis University, Troy State University, Central Michigan University, Florida Institute of Technology). Then there's distance education programs, like the University of Phoenix.
4. The effects of 9/11 on international students. It's certainly going to be much more difficult for international citizens to get visas to study in the U.S., as the process becomes longer and more complicated, new fees are added, and rigorous screening is implemented. As approximately 1/3 of our graduate applications come from international students, this will definitely affect our applicant pool.
5. There are insufficient number of merit aid packages for graduate students, and the available packages themselves are not large enough. International students require larger awards; our regular awards are insufficient for them to get certification from International Services Office.
6. The university has provided \$500,000 in extra stipends for graduate students for the next year; \$250,000 extra was earmarked for Spring 2002. This money is generally meant for Ph.D. students. Our graduate awards are generally not very competitive with the market basket schools, though our biggest packages are very competitive.
7. Several types of loans are available to graduate students: Stafford loans (up to \$8,500) are need-based and accrue no interest until the student is out of college. It is possible to add Stafford loans (up to \$10,000) where the interest starts accruing immediately.

8. Work study opportunities are also available to graduate students– this fact is not widely known to faculty or students.
9. Financial aid office would like to hear about the new program (particularly new graduate programs) as they are being proposed. This would allow them to provide timely information on eligibility for Federal loans and grants to potential students and program administrators.

#### **Undergraduate Admissions and Financial Aid**

10. We need to hold the freshmen undergraduate admissions to 2,250 this year. The number of applications is 12% ahead of last year (close to 17,000). We admitted 875 students on Early Decision basis. This left space for 1,375 new students for Fall 2002. We planned to send about 5,600 acceptances (hoping for 25% yield rate). The acceptance rate will probably be about 46%. There will be a larger waiting list to help reach the target numbers and not exceed the cap imposed on the university.
11. About 60% of all undergraduates receive some kind of financial aid at the university. The undergraduate aid budget has been increasing substantially in recent years and is expected to increase further this year. Financial aid office reserves about 2/3 of its budget for continuing students; some money is set aside for special situations. Less than \$2 million of endowment money is used this year for undergraduate financial assistance.

Respectfully Submitted,

Murli M. Gupta, *Chair*  
May 7, 2002

#### **Committee Members:**

John Geranios, Strategic Management and Public Policy  
Murli M. Gupta, Mathematics, *Chair*  
Gerard Huve, Romance Languages and Literatures  
Paul Malone, Management Science  
Yongwu Rong, Mathematics  
Evelyn Schreiber, English

#### ***ex officio:***

Cheryl Beil  
Robert Chernak  
Suzzane Daly, Student Liaison  
Dennis Geyer  
Donald Lehman  
Kathryn Napper  
Geri Rypkema  
Daniel Small  
Lynda West, Executive Committee Liaison  
Kristin Williams

## ANNUAL REPORT OF SENATE ASPP COMMITTEE

THE ASPP Committee met seven times between September and April 2002. Early meetings were spent hearing the reports of Susan Kaplan, Associate V.P. for Human Resources, on the closing of GWUHP and the choice of the best possible replacement. Members of the Committee were active in giving last minute advice and consulting colleagues on the matter. It was finally decided that Cigna and BC/PP0 would be GWHUP's successors.

The Committee approved a resolution to extend benefits to retired faculty. This resolution was passed by the Senate in November.

Beginning in September, a sub-committee on part-time faculty conducted a survey of all departments. The results were discussed several times ,

Full time salaries were discussed in December and a report was made to the Senate in February. The Committee heard the Vice President for Academic Affairs analyze the data. The University is working towards raising the salaries of three schools (CSAS, GSED, SPHHS) above the AAUP 60% levels. The other schools of the University were above those levels.

The last two meetings in March and April were spent analyzing the Part-Time survey made in September and data brought to the Committee by the Assistant Vice-President for Institutional Research. Both sets of data and a report by the chair were on the Senate agenda for the May 10. Meeting.

R. Emmet Kennedy, Jr,  
Chair  
May 10.2002

**Athletics & Recreation Committee, Faculty Senate, George Washington University**

**End-of-the-Year Report, 2001-2002**

The Committee met three times during the academic year: November 30, 2001, February 22, 2002, and April 29, 2002. In addition, the Chairman met once with the Athletic Council, May 1, 2002. (See Addendum)

There are four principal missions of this committee:

1. To receive information from the Department of Athletics and Recreation about its programs and any issues which may affect GW athletics and recreation.
2. To serve as a forum for discussion and consultation regarding matters related to athletics and recreation.
3. To be apprised by the NCAA representative of NCAA rules and their interpretation, as they may affect the institution.
4. To recommend to the Faculty Senate changes in existing policies pertaining to athletics and recreation, and to develop new policies, as appropriate, for consideration by the Faculty Senate.

This year, the Committee heard several reports by the Director and Senior Associate Director of Athletics and Recreation and the Director of Recreational Sports and Fitness Services about the athletic and recreation programs. The Committee is satisfied that the programs are well managed and serving the needs of the students, staff, and faculty. The Directors and their staffs have been forthcoming and provided the Committee with all the information it has requested.

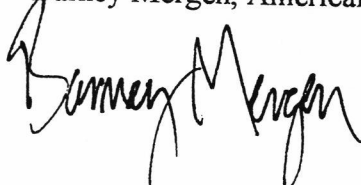
The creation of the NCAA mandated Athletic Council in 1998, whose mission is to bring alumni, faculty, students, and administrators into the process of reviewing the policies and practices of the Athletics programs, requires that the Senate Committee on Athletics & Recreation rethink its role. The Chairman of the Senate Committee served on the Athletic Council, which met only once in 2001-02. (Addendum) The relation between the Committee and the Council should be a priority item in 2002-03.

At the request of the Chairman of the Fiscal Planning & Budgeting Committee, the Chairman of the Athletic & Recreation Committee met with Don Beselovic of the Office of the Vice President and Treasurer of the University to request budget information on athletic and recreation expenses and revenues. As of this date, no information has been received. The financing and building of the Wellness Center, new facilities at Mount Vernon, and planned renovations of the Smith Center have obvious budget implications that may affect the academic budgets. In 2002-03 the Committee on Athletics & Recreation should continue to pursue this information and discuss spending priorities.

I would like to take this opportunity to thank the members of the Committee with whom I have served for the past three years and to welcome the new Committee Chair, Joe Pelzman.

Respectfully submitted by the Chair, May 14, 2002

Barney Mergen, American Studies





**Addendum to Final Report of the Chairman of the Senate Committee on Athletics & Recreation:**

On May 1, 2002, the Athletic Council met and current athletic d heard reports on the program from Jack Kvancz, Athletic Director, and Mary Jo Warner, Senior Associate Director of Athletics and Recreation.

In general, the university's intercollegiate teams are doing well. There are currently 400 students on teams, 58% in women's athletics, 42% in men's, which is close to the 60/40 ratio of women to men in the University. This brings us very close to compliance with Title IX.

The Athletic Director is currently working with CSAS to monitor Drop/Add procedures by athletes who must be enrolled for 12 credit hours to maintain eligibility according to NCAA rules.

There are 377 athletes on scholarship, 216 women & 161 men. 231 are maintaining a 3.0 GPA or better. GWU has a 74% graduation rate (6 years or less) and a 97% over-all graduation rate for athletes.

The Health & Wellness Center has tripled its programming of exercise classes. The Mount Vernon Tennis Club is currently soliciting faculty memberships. The swimming pool at Mount Vernon should be open in July.

Bernard Mergen  
Faculty Representative

## Educational Policy Committee: Annual Report (2001-02)

The members of the 2001-2002 Educational Policy Committee were:

Paul Duff (chair), Paul Churchill, Subhasish Dasgupta, Paul Malone, Gregg Margolis, Stephen McGraw, Judith Plotz, Catherine Turley, and Laura Youens.

The ex officio members of the EPC were

Cheryl Beil, Debbie Bazonson, Robert Chernak, Mary Futrell, Dennis Geyer, Donald Lehman, Kathryn Napper, Catherine Resler, Carol Sigelman, Daniel Small, and Scott Stebelman. Lilien Robinson was the Executive Committee Liaison.

The Educational Policy Committee met 4 times over the course of the 2001-02 academic year (Oct 8, Nov 11, Jan 29, and Apr 2). During the course of the year the committee's activities consisted of the following:

1. The committee produced a resolution on the Faculty Statement Concerning Strategic Planning and Academic Excellence. The resolution called upon the administration to postpone the Strategic Planning for Academic Excellence in light of 1) the fact that the process was unduly rushed, 2) the Faculty Senate had no voice in the constitution of the committee that would recommend proposals to the administration, and 3) the criteria for and goals of the program were unclear. The resolution was passed as amended at the December meeting of the Faculty Senate (see attached).
2. The Educational Policy Committee began the process of formulating a list of "best practices" regarding Tenure and Promotion. The committee began by gathering and examining the Tenure and Promotion Policies of the various GW schools. It also looked at the by-laws of selected departments in CCAS.

In its initial discussions, the committee discovered that there is great diversity in the articulation of criteria for tenure and promotion across schools and also across departments in CCAS. In the case of CCAS departments, such criteria do not always line up with those of the college. Additionally, college/school criteria throughout the university are not always consistent with the Faculty Code.

The committee queried the VPAA for clarification on certain specific university policies regarding promotion and tenure.

The chair interviewed two past CCAS Promotion and Tenure Committee chairs in order to determine the kinds of problems that typically led to administration non-concurrences. The results of those interviews were shared with the EPC.

The committee then gathered relevant documents from departments outside of CCAS in order to examine them for strengths and weaknesses.

The committee hopes to produce a list of best practices in the next academic year. It also intends to review and critique the various department documents on promotion and tenure.

Respectfully submitted,  
Paul B. Duff  
EPC Chair



A RESOLUTION ON THE FACULTY STATEMENT CONCERNING STRATEGIC  
PLANNING FOR ACADEMIC EXCELLENCE (01/4)

WHEREAS, the Faculty Code of The George Washington University, Section IX  
mandates that:

*The regular, active-status faculty shares with the officers of the administration the  
responsibility for the effective operation of the departments and schools and the  
University as a whole. . . The regular active-status faculty . . . participates in the  
formulation of policy and planning decisions affecting the quality of education  
and life at the University; and*

WHEREAS, *academic* excellence can best be discerned by members of the faculty; and

WHEREAS, the committee that will recommend proposals to the administration was  
constituted without input from the Faculty Senate (an action contrary to the spirit of  
Faculty Senate Resolution 91/3 adopted, as amended, October 11, 1991); and

WHEREAS, the criteria for the proposals sought by the administration are vague and  
unfocused, the goals of the program are unclear, and the process of determining the  
Centers of Academic Excellence is flawed; and

WHEREAS, the process that the administration has laid out is accelerated to such an  
extent that the submission of thoughtful proposals is rendered difficult if not impossible;  
NOW THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON  
UNIVERSITY

That the Administration postpone until March 1<sup>st</sup> ~~it's the deadline for faculty proposals~~  
~~to the Academic Excellence Strategic Planning Committee for one calendar year~~ in order  
to: 1) allow for appropriate faculty Faculty Senate input into the ~~constitution of the~~  
~~committee process~~ that will recommend faculty proposals to the administration; 2) more  
clearly define the criteria for the proposals, the goals of the program, and the process  
whereby the centers will be chosen; (3) encourage broader faculty participation in the  
formulation of strategic planning goals within each school; and 4) allow more adequate  
time for the formulation and submission of thoughtful faculty proposals.

Educational Policy Committee, 11/29/01

Adopted, as amended, December 14, 2001

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## FISCAL PLANNING & BUDGETING COMMITTEE of the Faculty Senate

*Annual Report: 2001-2002  
May 10, 2002*

The Committee met roughly every month after the disruptions of September. The chief product of the Committee's deliberations was a Report to the Faculty Senate dated March 27, 2002, and presented at the Senate meeting of April 12, 2002. This Report, prepared under the leadership of Prof. Randall Packer, summarized selective data from the *FY2002 Five-Year Operating and Capital Budget* as presented by the Treasurer's Office to the Board of Trustees in May 2001. A "Supplementary Report" provided at the meeting by the Committee Chair summarized the allocation of the revenue received over budget projections for FY02 (\$8.3m) due to the larger- than-expected first-year class.

Among other subjects investigated by the Committee during the year, but without yet reaching finality or ready for reporting to the Senate, were the following topics, that are hereby made "*continuing business*" for next year's Committee:

### 1. College of Professional Studies/GW Solutions

After Dean/CEO Whitaker's presentation to the Senate, the Committee solicited and received additional budgetary and staffing data. We await fuller documentation of achieved and projected revenues and expenses, and expect to pursue this subject vigorously next year, with an eye to presenting a special report to the Senate if appropriate.

### 2. Expenditures and revenues for Athletics and Recreation.

With the recent addition of the Health & Wellness Center (HWC), the reported reservation of the Smith Center mainly for varsity athletics, and the reported recent investment of close to \$15m. in athletic facilities at Mt. Vernon, it is clear that the University has significantly raised its expenditures in this area. The imposition of fees for faculty use of the HWC and the new athletic facilities at MVC represent an attempt to recoup some of these costs. A subcommittee joint with the Faculty Senate Athletics Committee (Griffith and Mergen) has already begun discussions with the Budget Office of the data we would like to see, and we expect to begin work on this topic this summer.

### 3. Endowment Growth and the University's Building Campaign

In recent years the growth of the GWU endowment has been achieved largely through increased returns on principal, as opposed to new gifts; there has been some reallocation of endowment assets, and there have been numerous special "payouts" plus promises to match fundraising for new buildings in various schools. So the overall picture on this important issue is quite complicated. The Committee will continue to study this issue in the coming year.

### 4. The "Unified Budget" Concept and the Budgeting Process.

Members of the Committee have repeatedly expressed concern about the

impact of the "unified budget" concept, with targeted "margins" for each school, on faculty incentives to undertake potentially fruitful initiatives. This problem, together with the associated problem of how key budget decisions are made at GW, will receive continued study.

5. Quality Improvement Priority Matrix Questionnaire

The Committee continues its interest in this subject. We noted its recent use by the Strategic Planning Committee for Business and Student Services, and would like to explore how it might be made available for more extended use in departments and schools.

6. Ratios of FT-tenure track Faculty to FT Non-tenure-accruing Faculty and to PT Faculty, and Ratios of Students to Faculty.

This is a topic that the Committee only began to get into towards the end of its term, but agreed that it would be worth continued study in the coming year.

The Committee would like to express special thanks to Assoc. Vice Pres. Don Boselovic for his cooperation in supplying the Committee with budget data, and to Vice President Don Lehman, Vice President Katz, and Dean Whitaker for their sharing of information and helpfulness to the Committee in its deliberations.

Respectfully submitted for the Committee:

William B. Griffith, Chair (Philosophy, CCAS)

*Voting Members:*

Cherian, E. Mgt, SBPM  
Dunn, R., Econ, CCAS  
Lang, R. ECE, SEAS  
Lindahl, F. Acct, SBPM  
Packer, R., BioSc, CCAS  
Ramaker, D. Chem, CCAS  
Shotel, J. TPSE, GSEHD  
Umpleby, S., Mgt, SBPM  
Waters, R. EMSE, SEAS

*Administrative Members:*

Bass, G. Assoc. VP-Health Econ.  
Boselovic, D., Assoc VP-Finance  
Chernak, R., VP - Stud&Acad Svcs  
Harding, H., Dean, ESIA  
Katz, L., VP - Treasurer  
Lehman, D., VP-Acad. Affairs  
Pelzman, J., Exec. Cte liaison  
Siggins, J., University Librarian  
Whitaker, R., Dean, CPS



Ginger Smith, Ph.D.  
Associate Dean  
College of Professional Studies  
4-1692, [smithg@gwu.edu](mailto:smithg@gwu.edu)

FINAL REPORT OF  
THE FACULTY SENATE COMMITTEE ON FACULTY  
DEVELOPMENT AND SUPPORT  
May 20, 2002

The Senate Faculty Development and Support Committee determined in its January, 2002, meeting that its objectives fell in two primary areas – incentives for faculty research and funding to cover organizational membership fees and conference attendance to present research products leading towards publication. A Committee plan was put in place, first, to understand and, second, to pursue these objectives as they exist in University departments and programs. The Committee met online to develop the scope, contents, and distribution for a GW survey of current processes, criteria, and levels of funding for U.S. conference attendance for presentation of research and conduct of leadership roles.

Attached is the cover e-memorandum and survey instrument distributed to nine GW schools. Data collection currently is underway. A similar survey is being conducted with a sample of top U.S. research institutions in order to understand the relationship of GW's support for research to that of other top-flight research universities.

The three (of nine GW schools) reports returned to date are also attached. Preliminary results indicate a consensus that insufficient funding is available for incentives for faculty research through conference attendance to present research papers and to take leading responsibilities in U.S. professional research conferences and meetings.

The Committee will submit a summary report and recommendations to the Faculty Senate in fall 2002 term once the survey collection and analysis is complete.

Submitted by:

Ginger Smith, Ph.D.



Associate Dean, College of Professional Studies

Associate Professor for Tourism Studies, School of Business and Public Management

Committee members:

Ginger Smith, Acting Chair, College of Professional Studies, SPBM

Prabhir Bagchi, Business Administration, SBPM

Natalie Frank, Psychology

Amy Mazur, Education, DTPSE

Angelica King, Co-chair, DTHM, SBPM

Attachments

## E-MEMORANDUM

TO: GW College and School Deans

FROM: Senate Faculty Development and Support Committee  
Ginger Smith, Acting Chair  
Associate Dean, College of Professional Studies  
Associate Professor for Tourism Studies, School of Business and Public Management

SUBJECT: Survey of Funding Allocations by Schools and Colleges and their Departments and Programs for Travel to U.S. Conferences for Professional Leadership and Research Paper Presentations

DATE: May 7, 2002

The Senate Faculty Development and Support Committee established as one of its 2001-2002 goals to help support GW in its stated mission to be recognized among the top research institutions in the United States. Our committee understands that GW faculty members and other eligible individuals receive varying levels of funding and financial resources for traveling to U.S. conferences for research paper presentations and for undertaking professional leadership roles. GW appears to lack a uniform and transparent process for individuals to follow in seeking funding for conference attendance within their disciplines in support of research and publication objectives.

With your assistance, our committee will present a report to the GW Faculty Senate in the hopes that the Senate will examine the adequacy of the overall level of funding allocations and of eligibility processes currently in place at GW for conference attendance for the purposes of paper presentations, professional leadership roles, and support for subsequent conference paper publications. The report will comprise the results of the attached survey and a comparison of travel funding and processes currently available among a sample of top U.S. research institutions.

Thank you for ensuring your school or college's participation in this important survey and contribution to the final report through distribution of this e-memorandum and brief e-survey form to all department and program chairs. *We request all replies by May 16, 2002, close of business, via e-mail directly to Angelica King (angelica@gwu.edu, (202) 994-4679).*

Senate Faculty Development and Support Committee Members – 2001-2002:

Prabhir Bagchi, School of Business and Public Management

Natalie Frank, Columbian College of Arts and Sciences

Angelica King, Co-chair, Tourism & Hospitality Management, School of Business and Public Management

Amy Mazur, Graduate School of Education and Human Development

Ginger Smith, Acting Chair, College of Professional Studies, School of Business and Public Management

*Should you have any questions or need further information, you may reach me at (202) 994-1692 or via e-mail at smithg@gwu.edu.*

May 10, 2002

To: FACULTY SENATE

From: Prof. Gregory E. Maggs, Library Committee Chair *gem*

Subject: Annual Report of the Faculty Senate's Library Committee

The Faculty Senate's standing Library Committee had a quiet year. As chair of the Committee, I periodically spoke with university librarians, committee members, faculty colleagues, and students. No one identified any business, significant or otherwise, that invited the Library Committee's attention. With no items to place on an agenda, the Committee held no meetings.

Despite its inactivity this year, the Library Committee traditionally has served an important function. It has overseen the operations and policies of the University's libraries. It also has addressed library-related issues that the libraries and the University administration could not resolve. These functions do not fall within the jurisdiction of any other standing faculty committee.

**THE GEORGE WASHINGTON UNIVERSITY LAW SCHOOL  
MEMORANDUM**

**TO:** Prof. Lilien F. Robinson, Chair, Faculty Senate Executive Committee

**FROM:** Prof. Arthur E. Wilmarth, Jr., Chair (2001-02), Faculty Senate Committee on Professional Ethics and Academic Freedom (PEAF)

**RE:** Annual Report of the PEAFF Committee, 2001-02

**DATE:** June 12, 2002

On behalf of the Faculty Senate PEAFF Committee, I am pleased to submit this report of the Committee's activities during the 2001-02 academic year. During the year, the Faculty Senate Executive Committee referred four matters to the PEAFF Committee. The PEAFF Committee took action on those four matters as described below.

**1. Compliance by the Medical Center with Faculty Code provisions regarding Tenure**

The Executive Committee asked the PEAFF Committee to continue its consideration (carried forward from 2000-01) of whether the School of Medicine and Health Sciences (SMHS) and the School of Public Health and Health Services (SPHHS) were in compliance with the Faculty Code's provisions regarding tenure. A subcommittee, chaired by Prof. Kurt Darr, was formed to determine whether the percentage of tenured and tenure-track faculty members in SMHS and SPHHS satisfied Article I.B.1 of the Faculty Code. Article I.B.1 provides that, at each school (except for the Law School and except for SMHS faculty who are "stationed at affiliated institutions"), at least 75% of the full-time faculty members must hold tenured or tenure-track appointments. In addition, at least 50% of the full-time faculty members in each department of each school (with the same exceptions) must hold tenured or tenure-track appointments.

After careful study, Prof. Darr's subcommittee determined that there are 83 full-time SMHS faculty members who are *not* "stationed at affiliated institutions," such as Children's Hospital and the Medical Faculty Associates. Of those 83 full-time, non-affiliated faculty members, 56 (or 68%) hold tenured or tenure-track appointments. In addition, with the possible exception of one or two departments, 50% or more of the full-time faculty members in each of the basic sciences departments of SMHS hold tenured or tenure-track appointments. Based on this information, the PEAFF Committee determined that SMHS appears to be in substantial but not full compliance with Article I.B.1 of the Faculty Code. We recommend that our successors on the PEAFF Committee should continue to monitor the composition of the full-time faculty at SMHS to determine whether SMHS reaches full compliance with Article I.B.1 over the next few years.

Prof. Linda Gallo informed the Committee that SMHS adopted new standards and procedures for tenure and promotion this spring. Based on her detailed review and my own brief reading of the new standards and procedures, SMHS appears to be in full compliance with the Faculty Code's provisions regarding standards and procedures for acting on applications by faculty members for tenure and promotion.

After careful study, Prof. Darr's subcommittee reported that SPHHS was *not* in substantial compliance with Article I.B.1 of the Faculty Code. Available data indicates that only 12 of the 34 full-time faculty members of SPHHS hold tenured appointments, and no faculty members hold tenure-track appointments. Thus, less than 40% of the full-time faculty members of SPHHS hold tenured or tenure-track appointments. In addition, in four of the five departments of SPHHS, less than 50% of the full-time faculty members hold tenured or tenure-track appointments. Based on this information, the PEAFF Committee approved and forwarded to the Faculty Senate a proposed resolution to bring SPHHS into compliance with Article I.B.1 of the Faculty Code by the beginning of the Fall 2007 semester. That resolution was adopted by the Faculty Senate as Resolution 01/11 on April 12, 2002.

During the Faculty Senate's debate on Resolution 01/11, some Senators suggested that our successors on the PEAFF Committee should examine whether other schools are in compliance with Article I.B.1 of the Faculty Code. In that regard, I would point out that Dean Susan Phillips of the School of Business and Public Management (SPBM) presented a report to the Faculty Senate on April 12, 2002. In her report, Dean Phillips stated that SPBM has 130 full-time faculty members, of whom 96 (or 74%) hold tenured or tenure-track appointments. Those figures indicate that SPBM is in substantial compliance with Article I.B.1 on a school-wide basis. Dean Phillips' report did not include information regarding the composition of full-time faculty in the various departments of SPBM.

## **2. Amendments to the Faculty Code regarding the College of Professional Studies**

The Executive Committee asked the PEAFF Committee to consider and recommend proposed amendments to the Faculty Code with respect to the College of Professional Studies (CPS). The PEAFF Committee approved a proposed resolution based on the recommendations and guidelines contained in the report on CPS issued by a Joint Faculty-Administration Task Force in September 2000. The Faculty Senate approved the Joint Task Force's report in principle in Resolution 00/3, adopted on October 13, 2000. The PEAFF Committee's proposed resolution concerning CPS, which recommended several amendments to the Faculty Code, was adopted as Resolution 01/12 by the Faculty Senate on April 12, 2002.

## **3. Consideration of Issues related to the Status of Contract Faculty Members**

The Executive Committee asked the PEAFF Committee, in conjunction with the Faculty Senate Committee on Appointment, Salary and Promotion Policies (ASPP), to consider issues



related to the status of contract faculty members (*i.e.*, faculty members who do not hold tenured or tenure-track appointments). The PEAf Committee appointed a subcommittee, chaired by Prof. David Robinson, to meet with representatives of the ASPP Committee on these issues.

Prof. Robinson's subcommittee recommended a resolution that would give long-term, full-time contract faculty members the right to request a statement of reasons if the University decides not to renew their appointments. Under the current provisions of Article V.B. of the Faculty Code, a contract faculty member is entitled to receive a statement of reasons only if (i) the University terminates his or her appointment before the expiration of its term, or (ii) the University fails to give timely notice of its intention not to renew the appointment.

Based on the subcommittee's recommendation, the PEAf Committee approved and forwarded to the Faculty Senate a resolution designated as Resolution 01/7. On March 8, 2002, the Faculty Senate voted to recommit Resolution 01/7 to the PEAf Committee. After further discussion, the PEAf Committee approved and forwarded to the Senate a revised version of this resolution. Under the revised resolution, a contract faculty member who has completed at least nine years of full-time service would have the right to request a statement of reasons if the University decides not to renew his or her appointment. The revised resolution was designated as Resolution 02/01 and was adopted by the Faculty Senate at its meeting on May 10, 2002.

The PEAf Committee recommends that our successors should continue to work in cooperation with the ASPP Committee on other issues related to the status and role of contract faculty members. Speaking personally, I believe that the PEAf and ASPP Committees should consider whether the rules of the Faculty Senate should be amended to provide for some type of direct representation of contract faculty members in the Faculty Senate.

#### **4. Response by the Board of Trustees to Resolution 00/5**

Resolution 00/5, adopted by the Faculty Senate on March 9, 2001, dealt with the Board of Trustees' action in response to Resolutions 99/2 and 00/2. In the latter two resolutions, the Faculty Senate had recommended a comprehensive revision of the Faculty Code's procedures governing faculty grievances. In responding to Resolutions 99/2 and 00/2, the Board of Trustees approved seven changes to the Faculty Senate's language without the Senate's concurrence. Those seven changes had been recommended by the University Administration after the Faculty Senate adopted Resolution 00/2.

The Board of Trustees' action created strong concerns among members of the Faculty Senate about the continued vitality of shared governance within the University. As a result, the Faculty Senate adopted Resolution 00/5, which contained the following resolving clauses:

- (1) A request that the Board of Trustees permit the Faculty Senate to make recommendations with respect to the seven changes in the faculty grievance procedures that the Board had approved without the Senate's concurrence;

- (2) A statement affirming the principles of shared governance and declaring the Senate's "strong conviction that amendments to the Faculty Code should be made only after such amendments have first been presented to the Faculty Senate for its review and recommendation;" and
- (3) A request by the Senate that its resolutions and reports be forwarded to the Board of Trustees without modification, whether or not the Senate's actions are accompanied by additional recommendations of the University Administration.

In response to Resolution 00/5, the University Administration stated that "[w]e concur" with the second resolving clause, which affirms the Senate's right to review and express its position on proposed amendments to the Faculty Code under principles of shared governance. The Administration stated that the third resolving clause "seems [to be] based on a misperception of what took place. No modifications were made to the Senate's submission" in connection with Resolutions 99/2 and 00/2. Finally, with respect to the first resolving clause, the Administration said that it had shared Resolution 00/5 with the Academic Affairs Committee of the Board of Trustees, and that the Board of Trustees "would be willing to consider any further suggestions for enhancing the subject of the Resolution that the Faculty Senate wishes to provide."

The Executive Committee asked the PEAFC Committee to consider the Administration's response to Resolution 00/5 and to determine whether the Faculty Senate should take further action. The PEAFC Committee decided that no further action by the Senate is needed with regard to the second resolving clause of Resolution 00/5, because the Administration has agreed to that clause.

Based on the minutes of the Board of Trustees' meeting of October 19, 2000, it appears that the Administration's response to the third resolving clause of Resolution 00/5 is factually accurate. The minutes indicate that the Board of Trustees had before it Resolutions 99/2 and 00/2, which contained the Faculty Senate's proposed revisions to the faculty grievance procedures. The Board of Trustees also had before it the Administration's memorandum dated September 29, 2000, which contained the Administration's seven recommended changes to the grievance procedures approved by the Senate. The Board of Trustees' minutes thus indicate that the Administration did not unilaterally modify Resolutions 99/2 and 00/2 but instead presented to the Board a separate memorandum recommending seven changes to the Senate's language.

While the Administration's response to the third resolving clause of Resolution 00/5 appears to be factually accurate, there is a remaining concern that the Administration presented its seven recommended changes to the Board of Trustees without giving representatives of the Faculty Senate an adequate opportunity to (i) review the Administration's proposed changes and (ii) explain to the Board of Trustees why the Senate did not agree with those changes. This was particularly true with respect to the seventh change, discussed below, which the Senate had specifically *rejected* during its deliberations.

As to the first resolving clause of Resolution 00/5, the issue is whether the Faculty Senate would gain anything by adopting another resolution asking the Board of Trustees to reconsider the seven changes it made to the Senate's version of the revised grievance procedures. The PEAFC Committee determined that six of those seven changes were of a technical nature and did not change the substance of the Senate's language. However, the seventh change was both substantive and important. The Senate's version of the revised grievance procedures stated that a Hearing Committee or Dispute Resolution Committee could not include "damages for nonpecuniary losses" as part of its recommended decision of a grievance. The Senate's language thus indicated that the relevant Committee could recommend compensatory damages for financial losses suffered by a successful grievant, such as lost salary, benefits and grants. In place of the Senate's provision, the Board of Trustees approved the Administration's recommended language, which prohibits the relevant Committee from recommending "any monetary damages." In making this change, the Board of Trustees had before it the Administration's memorandum of September 29, 2000, which specifically noted (on pp. 2-3) that both the PEAFC Committee and the Senate had *rejected* the Administration's proposed language on the issue of monetary damages.

The Faculty Senate could certainly adopt a resolution asking the Board of Trustees to (i) reconsider its action on the issue of monetary damages under the revised grievance procedures and (ii) restore the Senate's language allowing the Hearing Committee or Dispute Resolution Committee to recommend an award of compensatory damages for financial losses suffered by a successful grievant. However, it is not clear that such a resolution would produce the desired action by the Board of Trustees. The Administration would probably oppose the Senate's request, and it is questionable whether the Board of Trustees would grant the request, since the Board evidently approved the Administration's language after being advised that the Senate had rejected the Administration's position on monetary damages.

It may not be necessary to ask the Board of Trustees to act at this time. During a meeting of the Executive Committee (at which I was present) that occurred before the Senate adopted Resolution 00/5, President Trachtenberg and Vice President Lehman stated that the Administration would provide appropriate compensation to any successful faculty grievant who demonstrated that he or she had been deprived of salary, benefits or grants as a result of the wrongful action(s) that gave rise to the grievance. President Trachtenberg and Vice President Lehman confirmed this representation in a letter dated December 18, 2000, to Prof. John Boswell, then Chair of the Faculty Senate Executive Committee. That letter states that "when the University recognizes that it has erred, it has in fact consistently taken appropriate steps to hold an aggrieved [faculty member] harmless, which is to say, they've done what is necessary to make them whole."

I am attaching to this report (i) the Administration's letter of December 18, 2000, and (ii) Prof. Boswell's memorandum of December 8, 2000, on the same subject. The attached correspondence, together with the oral statements made by President Trachtenberg and Vice President Lehman, indicate that the administration does *not* intend to deny monetary

compensation to a successful faculty grievant who demonstrates financial losses. Associate Vice President Linebaugh reiterated the Administration's position on this matter during the PEAFC Committee's discussion of the Administration's response to Resolution 00/5.

In light of the foregoing, the PEAFC Committee recommends that the Executive Committee send a letter to President Trachtenberg requesting the following clarifications with respect to the Administration's response to Resolution 00/5:

- (1) With regard to the first resolving clause of Resolution 00/5, the Executive Committee could ask President Trachtenberg to confirm the Administration's intent to follow a general policy, as indicated in its letter of December 18, 2000, of providing appropriate monetary compensation to any successful faculty grievant who demonstrates that he or she has suffered financial losses, such as lost salary, benefits and/or grants, as a result of the wrongful action(s) that gave rise to the grievance.
- (2) With regard to the second resolving clause of Resolution 00/5, the Executive Committee could express its appreciation for the Administration's concurrence with the Faculty Senate's position that amendments to the Faculty Code should not be approved by the Board of Trustees unless those amendments have previously been presented to the Faculty Senate for its review and recommendation.
- (3) With regard to the third resolving clause of Resolution 00/5, the Executive Committee could ask President Trachtenberg to confirm that the Faculty Senate Executive Committee will be given a full opportunity to review the Administration's position and to present the Faculty Senate's views to the Board of Trustees whenever the Administration intends to ask the Board of Trustees either (i) to reject a proposed amendment to the Faculty Code that the Faculty Senate has approved, or (ii) to approve a proposed amendment to the Faculty Code that the Faculty Senate has rejected.

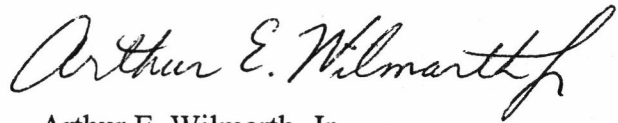
If President Trachtenberg provides a satisfactory response to the Executive Committee's letter, the PEAFC Committee believes that a further resolution by the Faculty Senate is not needed. If the Administration does not issue a satisfactory reply, the Executive Committee could then decide whether to refer the matter back to the PEAFC Committee for further consideration.

\*\*\*\*\*

In closing, I would like to express my gratitude and appreciation to the members of the PEAFC Committee for all their hard work and cheerful cooperation on behalf of the Committee and the Faculty Senate. It has been a great pleasure to work with such an outstanding group of professionals dedicated to the best interests of the University and its faculty.

June 12, 2002

Respectfully submitted,



Arthur E. Wilmarth, Jr.  
Chair, 2001-02

Members of the Committee:

Kurt Darr, School of Public Health and Health Services  
Linda Gallo, School of Medicine and Health Sciences  
David Goodenough, School of Medicine and Health Sciences  
Colin Green, Graduate School of Education and Human Development  
Robert Harrington, School of Engineering and Applied Science  
Gerald Johnston, Law School  
Walter Kahn, School of Engineering and Applied Science  
David Robinson, Law School  
Gary Simon, School of Medicine and Health Sciences

ex officio members:

Jean Folkerts, Interim Dean, Columbian School of Arts and Sciences  
Craig Linebaugh, Associate Vice President for Academic Planning  
Mary Faith Pankin, Librarian, Collection Management Services  
Michael Young, Dean, Law School

Attachments: (1) letter from President Trachtenberg and Vice President Lehman dated 12/18/00;  
(2) memorandum dated 12/8/00 from Prof. Boswell

cc: Prof. Greg Maggs, Chair (2002-03), PEAFF Committee (w/attach.)  
Ms. Sue Campbell, Faculty Senate Office (w/attach.)





THE PRESIDENT

December 18, 2000

Professor John Boswell  
Chair  
Faculty Senate Executive Committee  
The George Washington University

Dear John:

Don Lehman and I have your memorandum of December 8<sup>th</sup> about the Board of Trustees' actions accepting and amending Senate Resolutions 99/2 and 00/2 having to do with faculty grievance procedures. We're trying to figure out how to respond in the most accommodating and sensible way. We think there may be more confusion surrounding this matter than is ordinary in these kinds of discourse. Let us therefore try to share with you our perspective.

The Senate proposes to authorize a grievance hearing panel to recommend, if appropriate, an out-of-court financial settlement for losses in compensation and associated employee benefits. We think this idea is redundant. That is to say, we believe that it's a statement of historic institutional practice. A review of past University action informs us that when the University recognizes that it has erred, it has in fact consistently taken appropriate steps to hold an aggrieved harmless, which is to say, they've done what is necessary to make them whole. This being the case, it seems to us that changing the newly approved Faculty Code language is gratuitous.

I think we're all agreed that the Faculty Code language ought to be left alone, unless there is a demonstrated (dare we say it) compelling need to change the language. The Code should not be altered lightly. One of the Code's strengths is that not every jot and tittle of the institution be codified within its framework, but rather that it provide us with a document which guides our relationship, but does not limit it through excessive articulation of the mundane, thus suggesting that something not exactly spelled out in the Code is beyond consideration by reasonable people. We see no reason for the Code to be changed to authorize the University to do what it already does and has done.

As to reimbursement of reasonable out-of-pocket expenses not to exceed some stipulated amount, the devil is potentially in the details. For example, surely if an aggrieved faculty member has expended a sum duplicating documents, there's little question that the University would reimburse them. It strikes us, however, that incorporating an entitlement into the Faculty Code of language



Profesor John Boswell  
December 18, 2000  
Page 2

that just might be used to ask for payment to attorneys is completely contrary to the spirit of the Code which looks to the resolution of faculty grievances between and among a campus community of administrators and faculty, affirming a University which has a scheme for mediation by members of the academy at its heart and which is driven by a spirit of institutional self-reliance or governance without the intrusion of external parties. We are therefore reluctant to endorse this language without a better understanding of what it is we might be agreeing to.

We are keen to be honest brokers in this exchange between the Senate and the Trustees. We'd like to propose that we proceed with the status quo ante—with the arrangement presently in place adopted by the Board of Trustees on October 20, 2000, for a period of two years. We see this as a good faith trial. We'll rely on the Senate to be vigilant and we know we can have confidence in their being certain to alert us to any problems that may actually arise with this process. In return we will pledge that at the end of the two years (January 2003) we'll take any amendments agreed upon, informed by experience, to improve the arrangement to the Board of Trustees and beyond that we'll serve as advocates of language that provides remediation for identified shortcomings.

In an effort to give you and your colleagues a comfort factor, it is our intention, subject to your agreement, to now share this correspondence with the Chair and the members of the Academic Affairs Committee of the Board to Trustees, thus giving them an awareness of your present concerns, our proposed two-year trial arrangement, and our intention to bring the matter back to their agenda for appropriate action as necessary in due course.

Sincerely,



Stephen Joel Trachtenberg  
President

SJT/bf



Donald R. Lehman  
Vice President for Academic Affairs

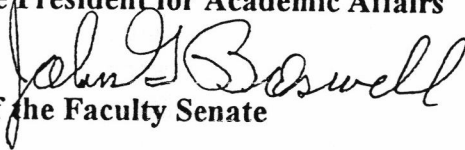


FACULTY SENATE

**MEMORANDUM**

December 8, 2000

**TO:** Stephen Joel Trachtenberg, President  
Donald R. Lehman, Vice President for Academic Affairs

**FROM:** John G. Boswell, Chair   
Executive Committee of the Faculty Senate

**RE:** Board of Trustees' actions accepting and amending Senate  
Resolutions 99/2 and 00/2 - Faculty Grievance Procedures

The purpose of this memorandum is to solicit your support in an effort to correct a problem with the new grievance procedures adopted by the Board of Trustees on October 20, 2000.

As you know, the Senate has traditionally held that faculty who have a grievance should be given an incentive to use an internal mechanism over using the courts. In our judgment an internal mechanism serves the interests of both the aggrieved and the University.

However, for an internal mechanism to create an incentive for the aggrieved faculty member, it has to have the ability to recommend a settlement that provides for an equitable resolution of the grievant's claims. Without such ability, any grievance procedure is without force. Since the Board deleted the capability to recommend any award of monetary damages from the new grievance procedures, the new procedures actually give the aggrieved an incentive to bypass the internal mechanism, go directly to a court of law, and thus nullify the grievance procedures.

With your concurrence, we think that an amendment is needed to the new procedures adopted by the Board of Trustees. As we discussed at our last Executive Committee meeting, a possible approach would be to authorize the Hearing Panel to recommend, if appropriate, an out-of-court financial settlement for losses in compensation and associated employee benefits, together with reimbursement of reasonable out-of-pocket expenses not to exceed "X" amount.

We will welcome your advice on this matter.

cc: Executive Committee of the Faculty Senate

Final Report, Joint Committee of Faculty and Students, 2001-02

May 10, 2002

The JCFS met six times this academic year.

We had two main topics, which resulted in two resolutions submitted to the Faculty Senate. The first resolution, amending the Code of Academic Integrity, was tabled by the Senate, but then amended and approved when reintroduced. The second resolution, calling for the appointment of an expert panel to devise a new set of evaluation instruments to replace the current "Academic Update" distributed by the Student Association, was also approved by the Senate.

We also endorsed the procedures and calendar for the selection of nominees for this year's GW Award, and approved the list of individuals nominated to serve on the selections committee. We decided to ask the members of that selection committee to report back to the JCFS on the workings of their committee, as next year the JCFS would like to take a fresh look at the procedures for this important award. The possibility exists that through a slightly larger committee, for instance, a wider range of campus insight might be brought to bear on the selection.

As it does every year, the JCFS, through a subcommittee, selected the recipients of the Student Leadership Development scholarships, which are awarded during the Excellence in Student Life celebration.

Finally, the JCFS began to address the question of revisions to the Code of Student Conduct, which was for some students, apparently, a large issue. However, by our final meeting, the JCFS became convinced that no large-scale modifications of the Code of Student Conduct are needed at this time.

The Committee was always an interesting and useful forum for the airing of concerns, and I personally wish the incoming Co-Chairs and Committee members a happy and productive year in 2002-03.

For the Committee,

David McAleavey, Faculty Co-Chair

ANNUAL REPORT  
OF  
THE EXECUTIVE COMMITTEE OF THE FACULTY SENATE  
2001-2002 SESSION

The Executive Committee established the agenda for eight regular meetings of the 2001-2002 session. It arranged for the deliberation of thirteen resolutions. One was recommitted to committee; one was tabled, modified, and subsequently passed; ten were passed when presented. Those resolutions are summarized in the tabulation attached. The response of the administration and, where appropriate, the Board of Trustees will be reported when available.

These resolutions addressed a variety of topics of concern to the University community. Two of the resolutions were presented by the Executive Committee in response to the vice President and Treasurer's unilateral establishment of a "compliance line." The first resolution requested the suspension of the "compliance line" and related procedures and referral of the matter for study by the Senate and relevant components of the administration. The second, responding to inaction by the administration on the first resolution, requests that the President direct the Vice President and Treasurer to comply with the original resolution. Subsequent discussions of the Executive Committee with President Trachtenberg, resulted in the appointment by the Executive Committee of a three-person faculty committee to work with University Counsel to recommend resolution of the matter for subsequent consideration by the Faculty Senate.

During the course of the session, the Executive Committee referred numerous matters for consideration and action to standing committees. For example, it requested that the Appointment, Salary, Promotion Committee and the Committee on Professional Ethics and Academic Freedom review the Senate's role with respect to part-time faculty and policies pertaining to non-tenure accruing faculty. The Committee on Professional Ethics and Academic Freedom was also asked to undertake a review of possible Faculty Code accommodations of special requirements of the College of Professional Studies. An examination of the University's policies and procedures with respect to the selection of the commencement speaker was undertaken by the Joint Committee of Faculty and Students, at the request of the Executive Committee.

The Executive Committee also arranged for the presentation of eight reports to the Faculty Senate. These addressed an update on the University's institutional response in the event of another emergency, a report on faculty salary tables, a report on the FY-2002 operating and capital budgets, the annual report on recruitment and

retention of women faculty and faculty of color, a status report on research, an update on the University health plan offerings, and a status report on the University Club.

A new feature, instituted by the Executive Committee, was the presentation of reports by the Deans. To date, the Senate has had extremely informative updates from the Deans of seven schools as well as a report from the Executive Dean of the Mount Vernon campus.

In April 2002, in accordance with the Faculty Code, the Executive Committee was notified of an administrative nonconcurrency with a faculty personnel recommendation in Columbian College. As mandated by the Faculty Code, the Executive Committee reviewed the case. It determined that the acting Dean did not have compelling reasons and had not provided supporting evidence for the nonconcurrency. The Executive Committee advised the Dean that, in accordance with the Faculty Code, she must determine whether to withdraw the nonconcurrency in light of the Executive Committee's findings. The Dean chose not to withdraw the nonconcurrency. Pursuant to the Faculty Code, the Department elected to have the Board of Trustees review the case.

With respect to other personnel matters, two grievances, both in the Medical Center, were in process at the beginning of the 2001-02 session. One case was not pursued beyond the mediation stage. In reference to the other case, the Executive Committee was advised that the Hearing Committee had found in favor of the respondent. The grievants did not file an appeal. The Executive Committee was also contacted with respect to three other grievances, two in the School of Business and Public Management and the other in Columbian College. In accordance with the revised grievance procedures, the grievants were advised to file their complaint with the Chair of the Dispute Resolution Committee.

The Executive Committee appointed two task forces jointly with the administration. One will be considering the extension of the tenure clock for reasons of health as well as family leave. The other task force will address the matter of student retention.

The 2001-2002 session of the Faculty Senate has considered and dealt with matters central to the success of the faculty role in governance at the University. The Executive Committee is exceedingly grateful to Faculty Senate members and colleagues throughout the University for their hard work, dedication and support. The Committee extends sincere thanks to President Trachtenberg and vice President Lehman for their formal and informal efforts and leadership in the resolution of difficult and challenging issues. The Committee also extends special thanks to Sue Campbell and Nina Posidelow for their effective and conscientious assistance in the work of the Faculty Senate. The Executive Committee also wishes to express its appreciation to Doris Trone, who retired in January 2002, for her nearly thirty

years of exemplary service to the University as Faculty Senate Coordinator.

Respectfully submitted,

Lilien F. Robinson, Chair

Members of the Executive Committee:

John Glascock  
Gerald P. Johnston  
Joseph Pelzman  
Gary Simon  
Lynda West  
Mona Zaghloul

Ex Officio, Stephen J. Trachtenberg, President

Attachment



# RESOLUTIONS 2001-02 SESSION

Resolution Number	Date of Meeting	Title of Resolution	Action	Response of Administration
01/1	9/14/01	Resolution to Amend the Code of Academic Integrity	Tabled as amended see Resolution 01/6 9/14/01	
01/2	9/14/01	Resolution on the Faculty Statement Concerning Students with Disabilities	Adopted as amended 9/14/01	
01/3	12/14/01	A Resolution on Retirement Benefits	Adopted as amended 12/14/01	
01/4	12/14/01	A Resolution on the Faculty Statement Concerning Strategic Planning for Academic Excellence	Adopted as amended 12/14/01	
01/5	2/8/02	A Resolution to Discontinue the Senate Standing Committee on Administrative Matters	Adopted 2/8/02	
01/6	3/8/02	A Resolution to Amend the Code of Academic Integrity	Adopted 3/8/02	
01/7	3/8/02	A Resolution to Amend the <u>Faculty Code</u> of the George Washington University to Provide a Requested Statement of Reasons to Long-Term Contract Faculty upon Non-Renewal of their Appointments	Amended and Re-committed to Committee 3/8/02	

# RESOLUTIONS 2001-02 SESSION

Resolution Number	Date of Meeting	Title of Resolution	Action	Response of Administration
01/8	3/8/02	Resolution to Establish a GW Film Festival	Adopted 3/8/02	
01/9	3/8/02	A Resolution Regarding the Administration's Establishment of a "Compliance Line"	Adopted 3/8/02	
01/10	4/12/02	A Resolution to Develop a Revised Student Evaluation of Courses	Adopted, as amended 4/12/02	
01/11	4/12/02	A Resolution to Bring the School of Public Health and Health Services into Compliance with the <u>Faculty Code</u> with Respect to Tenured and Tenure-Accruing Appointments for Regular, Active-Status Faculty	Adopted 4/12/02	
01/12	4/12/02	A Resolution to Amend the <u>Faculty Code</u> of The George Washington University with Respect to the College of Professional Studies	Adopted, as amended 4/12/02	
01/13	4/12/02	A Resolution Requesting Administrative Action on the Implementation of the Faculty Senate's Resolution on the Establishment of a "Compliance Line"	Adopted 4/12/02	



WWW.FREEDOMQUILT.NET

## **The George Washington University**

### **Freedom Quilt**

2100 Foxhall Road, Northwest

Washington, DC 20007

Phone: 202-744-7170

Email: [ourflag@gwu.edu](mailto:ourflag@gwu.edu)

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**REVISED: July 2, 2002**

### **What is The Freedom Quilt?**

*The Freedom Quilt is an embodiment of our national motto "E Pluribus Unum: Out of Many, One." It is a series of over 350 red, white, and blue cloth panels – each over three feet by three feet- that when sewn together will create an American flag measuring approximately 48 feet by 91 feet. The individual sections have been distributed to diverse list of groups, (social, ethnic, religious, political, and others) for decoration. They will then be sewn into the flag. In its entirety, The Freedom Quilt will symbolize the diversity of our University community and our nation, but emphasize the unity that holds all Americans together.*

### **Where did the inspiration for The Freedom Quilt come?**

*Specifically, the idea for such a project came from Senator Mary Landrieu, D-LA, who encouraged all Americans to ask themselves what their primary role in society is. With that in mind, she encouraged all Americans to use this primary role to visually demonstrate their commitment to the United States.*

### **Who has contributed a panel to The Freedom Quilt?**

*A complete list of participants is attached. The diversity of these groups is incredible, yet they have found a common unity manifested in The Freedom Quilt.*

### **What will occur when The Freedom Quilt has collected all panels?**

*The Freedom Quilt in its entirety will be unveiled in a ceremony at 10:45 AM on September 12, 2002. This will be held on the southern half of the Ellipse in between the White House and Washington Monument. Invitations have been sent to parties who have expressed interest in the goals of the project. The Freedom Quilt is the Washington, DC area lead agency for Participate America, [www.participateamerica.org](http://www.participateamerica.org). Following the unveiling ceremony, The Freedom Quilt will be on display until Sunday, September 15<sup>th</sup> on the Ellipse. During this time it will be the center piece of the Participate America "Freedom Festival."*

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**"Exemplify how you unify"**

### **Who developed the idea of The Freedom Quilt?**

*Two rising sophomores at the George Washington University, Ari Mittleman of Allentown, Pennsylvania, and Taryn Schaberg of Tampa, Florida discussed the idea with Senator Mary Landrieu and others and have taken control of full administrative duties to ensure a successful unveiling ceremony. Background biographical information on each student co-chair is attached.*

### **What does The Freedom Quilt hope to establish?**

*The student co-chairs feel it is only a matter of time until other colleges and universities nationwide begin constructing their own similar quilts. This will foster a greater sense of unity on other college campuses and nationally between students of this generation. The interest shown by diverse parties in The Freedom Quilt has inspired the Freedom Quilt Scholarship Fund.*

### **What is The Freedom Quilt Scholarship Fund?**

*The Freedom Quilt Scholarship Fund intends to serve as a means to further engage the George Washington University community as well as those potentially interested in becoming part of our community. It is planned that beginning with the 2003-2004 academic year, The Freedom Quilt Scholarship Fund will allocate a minimum of two scholarships in the amount of \$911.01 each. Award winners must be incoming first year students who have been accepted and are committed to attending the George Washington University. Additionally, they must have previously demonstrated a direct commitment to the founding principles of The Freedom Quilt. These include an appreciation for diversity and a commitment to unifying their community. Contributions to the arts within the recipient's community are also a plus.*

### **What have others said about The Freedom Quilt?**

*"The Freedom Quilt at The George Washington University symbolizes our nation's unity and diversity. These patriotic students are a shining example of what makes our great country unique." Senator Mary Landrieu*

*"The Freedom Quilt is an inspired and inspirational idea. The panels forming the quilt will represent the unity and diversity of The George Washington University and of the nation as we join together to create a lasting visual tribute to the victims and heroes of September 11, 2001. The Freedom Quilt will become an enduring and vivid reminder of our nation's commitment to freedom." University President Stephen Joel Trachtenberg*

*"The Freedom Quilt is a powerful expression of the will of a free people to have the courage to continue the long march toward a nation of one people, one house, and one family." Congressman John Lewis*

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# **The Freedom Quilt**

*"Exemplify How You Unify..."*

## **Situation Summary:**

Across our United States, every individual, community, and institution has been affected by the terrorist attacks of September 11, 2001. Our pains may differ in degrees, but our hopes and possible solutions all rest on one overriding principle. This principle is unity. In unity there is freedom and in freedom there is strength. Members of the George Washington University community have also been affected by the attacks during that fall semester morning. Our pain has been met with discussions and short-term projects. Our University community needs a long-term visual reminder of our unity and our commitment to freedom.

## **Catalyst:**

Unity is grounded in diversity. Different opinions, ethnic backgrounds, and paths of study are all too present on the George Washington University campuses. Their presence gives our University its international reputation. The George Washington University must pull from its diversity to increase the overall strength of our community.

## **Objective:**

Every student at our University is connected to a student organization, a class council, a residence hall, a sports team, or a combination of each. With this in mind, The Freedom Quilt will distribute a total of 356 three-foot by three and a half-foot cotton cloth panels. Every student organization, class council, residence hall, and sports team will be eligible for a panel. It will be the obligation of each respective group to decorate the panel in the best way they feel represents their place in the University community. Essentially they will, "exemplify how they unify" our George Washington community. The panels will be red, white, or a white star cut however the receiving group would like. The ultimate objective is a visual reminder of the diversity, strength, unity, and freedom of speech that abounds at our University. This will be in the form of a United States flag. This patchwork United States flag will appear as flag measuring the length of the Mount

Vernon Campus soccer field from the air or from a distance. Up close, The Freedom Quilt will have walking paths so that each panel may be viewed.

**Short Term:**

In the immediate future, The Freedom Quilt will be exhibited for only several days on campus in the Fall 2002 semester. During one of these days, preferably September 10, 2002, the larger Washington, DC community and the media will view The Freedom Quilt. Possible sites may include the Mount Vernon Soccer fields or if inclement weather the Smith Center.

**Long Term:**

The planned success of The Freedom Quilt in unifying and strengthening the George Washington University community will hopefully carry over to other United States colleges and high schools.

**Additional Information:**

GW Hatchet Article:

<http://www.collegepublisher.com/gwhatchet/main.cfm?include=detail&storyid=173044>

GW Blitz Article:

[http://www.gwblitz.com/vnews/display.v/ART/2002/01/27/3c54dcf6cb584?in\\_archive=1](http://www.gwblitz.com/vnews/display.v/ART/2002/01/27/3c54dcf6cb584?in_archive=1)

British Broadcasting Corporation Article:

[http://news.bbc.co.uk/1/hi/english/world/americas/newsid\\_1892000/1892194.stm](http://news.bbc.co.uk/1/hi/english/world/americas/newsid_1892000/1892194.stm)

**Contact:**

Ari Mittleman- Co-Chair- 202-744-7170

Taryn Schaberg- Co-Chair- 202-550-9239

Email: [ourflag@gwu.edu](mailto:ourflag@gwu.edu)



**Partial List of those Participating in the George Washington University Freedom Quilt:**

Alpha Chi Sigma, Alpha Pi Chapter, Alpha Delta Omega National Honors Society, Alpha Delta Pi Sorority, Alpha Epsilon Phi, Alpha Iota Mu, Alpha Phi Alpha Fraternity, Inc., Alpha Phi International Fraternity, Alpha Phi Omega Theta Chi Chapter, American Student Dental Association, Amnesty International, Asian Student Alliance, Association for Computing Machinery, Beta Alpha Psi, Beta Theta Pi, Campus Crusade for Christ, Capitol Goga, CARE: Community Activism and Rewarding Experiences, Chi Sigma Iota (CSI), Circle K, City Hall Council, Clark Hall Council, Colonial Inauguration, Columbian School of Arts and Sciences, Dakota Hall Council, Delta Gamma, Delta Sigma Pi, Delta Sigma Theta Sorority, Inc, Mu Beta Chapter, Delta Tau Delta, Emergency Medical Response Group, Free the Planet! GW, GW Badminton Club, GW Blitz!, GW College Democrats, GW Dance Marathon, GW Feminist Majority Leadership Alliance, GW Hatchet, GW Ice Hockey Club, GW Pitches, GW Spirit Programs, GW Vibes, GW Women's Soccer Club, Hensley Hall Council, Human Services Student Organization, Interfraternity Council, Jewish Student Association, Jews Undertaking Community Involvement, Kappa Kappa Gamma, Kendo Club, Kolot, Lambda Chi Alpha, Latinos for Progress, Los Gringos, Liquid Arts, Madison Hall Council, Men's Rugby Team, Men's Ultimate Frisbee, Merriweather Hall Council, Miriam's Dialogue, Muslim Student Association, National Association for the Advancement of Colored People, GWU Chapter, National PanHellenic Council, National Residence Hall Honorary, National Society of Black Engineers, National Society of Collegiate Scholars, Newman Catholic Student Center, Office of Student Employment, Office of Government, Corporate and International Affairs, Office of Information Systems and Services, Office of Student Financial Assistance, Office of the Associate Vice President for Student and Academic Support Services, Office of University Special Events, Omicron Delta Kappa, Omicron Delta Kappa National Leadership Society, Panhellenic Association, Pelham Hall Council, Phi Kappa Psi, Phi Sigma Kappa, Phi Sigma Pi National Honor Fraternity (Beta Mu Chapter), Phi Sigma Sigma, Pi Kappa Phi Fraternity, Pi Sigma Alpha National Political Honor Society, Program Board, Programming Council, Project HEALTH DC, Psi Chi, Psychology Department, National Honors Society in Psychology, Recess, Residence Hall Association, Satyam, School of Business and Public Management, Sigma Delta Tau, Sigma Kappa, Sigma Nu, Sigma Phi Epsilon, Sociology Department, Somers Hall Council, Student Academic Support Services Computer Technology, Student Advocates for Israel, Student Alumni Society, Student Athlete Advisory Council, Student Development Center, Student Global Aids Campaign, Students for a Free Tibet, Students for Sensible Drug Policy, TAILS, Tau Kappa Epsilon, The Eleanor Roosevelt Human Rights Association, The Emerging Leaders Program (ELP), The George Washington University College Republicans, The GW Journal, The Hawaii Club, The Hippotones, The Out Crowd, The Rock Christian Fellowship, Thurston Hall Community Directors, Tzedek Hillel, Undergraduate Publications, University Counseling Center, University Honors Program Foggy Bottom, University Honors Program Mount Vernon, University Presidential Administrative Fellows, Voices for Choices, White House Roller Hockey League, Women's Lacrosse Team, Women's Rugby Team, Women's Soccer Team, Women's Tennis Team, Women's Water Polo Team, Women's Ultimate Frisbee Team, Word Up Bible Study, Zeta Phi Beta, Inc., and MORE...

**Updated: June 28, 2002**

## REPORT OF THE EXECUTIVE COMMITTEE

MAY 10, 2002

LILIE F. ROBINSON, CHAIR

I would like to welcome the new members of the Senate. All of us look forward to working with you. I would also like to thank President Trachtenberg for providing refreshments for this, the first meeting of the new session.

On behalf of the Executive Committee, I have the following report.

### I. RESOLUTIONS

The Faculty Senate acted upon thirteen resolutions during the 2001-2002 Session. These resolutions have been forwarded to the President for his response. When received, the responses will be distributed with the Senate agenda.

### II. STATUS OF FACULTY PERSONNEL MATTERS

A grievance has been received from a faculty member in the School of Business and Public Management. It will be handled in accordance with the recently adopted grievance procedures as set forth in the Faculty Code.

As reported at the April meeting, the Executive Committee was notified of an Administration nonconcurrence with a faculty tenure/promotion recommendation in Columbian College. Arrangements have been made for the review of this case in accordance with the Faculty Code.

### III. STATUS OF THE "COMPLIANCE LINE" ISSUE

The "compliance line" was the focus of a candid and lengthy discussion with President Trachtenberg at the last meeting of the Executive Committee.

Our colleagues reiterated their concerns, already expressed through two Senate resolutions, and the necessity of closing down the compliance line while the matter was being considered jointly by faculty and administration. We recommended the insertion of a message advising callers that the "compliance line" was not in operation and then directing complaints regarding violations of laws, rules, or regulations to a specific office, such as that of University Counsel. As of yesterday evening the "compliance line" in North Carolina was still in operation. It is my understanding that President Trachtenberg has assigned University Counsel to the



matter of the line. It is my hope that we will have this part of the issue resolved in a timely manner.

The Executive Committee has appointed faculty representatives to work with the administration on the matter of the compliance program. Those names were forwarded to President Trachtenberg. The faculty's representatives are from the Law School, Robert Park and David Robinson, and from the Graduate School of Education and Human Development, Michael Castleberry.

Pursuant to President Trachtenberg's subsequent request, a meeting of our colleagues and University Counsel, Dennis Blumer is being arranged.

#### IV. ANNUAL REPORTS

Chairs of Senate Standing Committees for the 2001-2002 session who have not yet submitted Annual Reports of their respective Committees are asked to do so for distribution with the minutes of today's meeting.

The Executive Committee urges the new Committees to begin their work as soon as possible and hopefully by the beginning of the Fall Semester. In the next two weeks a number of Committee chairs will be receiving, from the Executive Committee, various matters for consideration.

Each Standing Committee has been assigned a member of the Executive Committee to serve as liaison between the two. These Executive Committee representatives will be arranging a meeting for the beginning of the Fall semester with their Standing Committee counterparts.

#### V. ANNOUNCEMENTS

The next regular Senate meeting is scheduled for September 13, 2002. Resolutions and/or reports for the agenda of the September Senate meeting should be submitted to the Executive Committee by August 23, 2001.

In closing, I wish to extend best wishes for a healthy, happy, and productive summer.

Thank you.

**FACULTY SENATE COMMITTEES**  
2002-03 Session

**STANDING COMMITTEE CHAIRS\***

**Exec. Cmt.**  
**Liaison**

- |     |   |            |
|-----|---|------------|
| 1.  | ADMISSIONS POLICY, STUDENT FINANCIAL AID, AND ENROLLMENT MANAGEMENT<br>Chair: Professor Murli M. Gupta    | West       |
| 2.  | APPOINTMENT, SALARY, AND PROMOTION POLICIES (INCLUDING FRINGE BENEFITS)<br>Chair: Professor Emmet Kennedy | Wirtz      |
| 3.  | ATHLETICS AND RECREATION<br>Chair: Professor Joseph Pelzman   | Klarén     |
| 4.  | EDUCATIONAL POLICY<br>Chair: Professor Paul B. Duff   | Robinson   |
| 5.  | FACULTY DEVELOPMENT AND SUPPORT<br>Chair: Professor Jack Friedenthal                                      | West       |
| 6.  | FISCAL PLANNING AND BUDGETING<br>Chair: Professor William B. Griffith                                     | Wirtz      |
| 7.  | HONORS AND ACADEMIC CONVOCATIONS<br>Chair: <i>to be elected</i>   | Harrington |
| 8.  | LIBRARIES<br>Chair: Professor John L. Glascock  | Klarén     |
| 9.  | PHYSICAL FACILITIES<br>Chair: Professor Salvatore F. Divita   | Harrington |
| 10. | PROFESSIONAL ETHICS AND ACADEMIC FREEDOM<br>Chair: Professor Gregory E. Maggs                             | Wilmarth   |
| 11. | RESEARCH<br>Chair: Professor William J. Briscoe   | Simon      |
| 12. | UNIVERSITY AND URBAN AFFAIRS<br>Chair: Professor Joseph J. Cordes   | Wilmarth   |
| 13. | JOINT COMMITTEE OF FACULTY AND STUDENTS<br>Chair: Professor Salvatore R. Paratore                         | Simon      |

**MEMBERS OF THE FACULTY SENATE COMMITTEES**  
2002-03 Session

Executive Committee

Smith Hall 112	Lilien F. Robinson (CSAS), Chair	4-7094
Phillips T609	Robert J. Harrington (SEAS)	4-3158
Philips T313	Peter F. Klarén (ESIA)	4-6233
ACC 5 -419	Gary L. Simon (SMHS)	4-4717
2134 G St. 306	Lynda L. West (GSEHD)	4-1533
Law Libr. 503	Arthur E. Wilmarth, Jr. (GWLS)	4-6386
Monroe 403	Philip W. Wirtz (SBPM)	4-6369
Rice, 8 <sup>th</sup> Floor	Stephen J. Trachtenberg, President (ex officio)	4-6500

**ADMISSIONS POLICY, STUDENT FINANCIAL AID, AND ENROLLMENT  
MANAGEMENT**

\*Chair: Gupta, Murli M., Mathematics

Ismail, Catheeja, Radiology

Ullman, Daniel, Mathematics

ex officio:

Beil, Cheryl, Director of Academic Planning and Assessment

Chernak, Robert A., Vice President for Student and Academic Support Services

Daly, Suzzane, Student Liaison

Geyer, Dennis L., Registrar

Lehman, Donald R., Vice President for Academic Affairs

Napper, Kathryn, Director of Admissions

Rypkema, Geri, Director, Fellowship and Graduate Student Support

Small, Daniel, Director of Student Financial Assistance

\*West, Lynda L., Executive Committee Liaison

Williams, Kristin, Director, Graduate Enrollment Support Services

\*Member of the Senate

**APPOINTMENT, SALARY, AND PROMOTION POLICIES, (INCLUDING FRINGE BENEFITS)**

- \*Chair: Kennedy, Emmet, History  
Abravanel, Eugene, Psychology  
Galston, Miriam, Law
- \*Gupta, Murli M., Mathematics  
Hill, Peter P., Emeritus, History
- \*Klarén, Peter, History & International Affairs  
Ludlow, Gregory, Romance Languages and Literatures  
Rau, Pradeep, Marketing  
Rong, Yongwu, Mathematics  
Sell, Susan K., Political Science  
Skelton, Margaret A., Health Sciences

**ex officio:**

- Kaplan, Susan, Associate Vice President for Human Resources
- Katz, Louis H., Vice President and Treasurer
- Lehman, Donald R., Vice President for Academic Affairs
- Stewart, Andrea W., Director, Gelman Library Administration
- \*Wirtz, Philip W., Management Science, Executive Committee Liaison

**ATHLETICS AND RECREATION**

- \*Chair: Pelzman, Joseph, Economics  
Balla, Steven, Political Science  
Banzhaf, John, Law  
Dew, Donald W., CHOS/GSHED  
McHugh, Patrick, Management Science  
Thornton, Richard, IERES  
Toftoy, Charles, Management Science

**ex officio:**

- Caress, Edward A., Executive Associate Dean, CSAS
- Chemak, Robert A., Vice President for Student and Academic Support Services
- Hueller, Molly, Student Liaison
- Jones, Aubré, Director of Recreational Sports and Fitness Services
- \*Klarén, Peter, History & International Affairs, Executive Committee Liaison
- Kvancz, Jack, Director of Athletics and Recreation
- Warner, Mary Jo, Senior Associate Director of Athletics and Recreation
- Young, Michael K., Dean, Law



## EDUCATIONAL POLICY

**\*Chair: Duff, Paul B., Religion**

Churchill, Paul, Philosophy

McGraw, Stephen, Health Care Sciences

Nakib, Yasser, Educational Leadership

Plotz, Judith, English

Turley, Catherine, Health Care Sciences

### ex officio:

Beil, Cheryl, Director, Academic Planning and Assessment

Bezanson, Debbie, Acting AUL for Public Services, Gelman Library

Cherniak, Robert A., Vice President for Student and Academic Support Services

Futrell, Mary H., Dean, GSEHD

Geyer, Dennis L., Registrar

Lehman, Donald R., Vice President for Academic Affairs

Napper, Kathryn, Director of Admissions

Resler, Catherine, Student Liaison

**\*Robinson, Lilien F., Art, Executive Committee Liaison**

Sigelman, Carol, Associate Vice President for Research and Graduate Studies

Small, Daniel, Director of Student Financial Assistance

Stebelman, Scott, Research Librarian, Gelman Library

## FACULTY DEVELOPMENT AND SUPPORT

**\*Chair: Jack H. Friedenthal, Law**

Kubrin, Charis, Sociology

Mazur Amy, Teacher Preparation & Special Education

McGraw, Stephen, Health Care Science

Smith, Ginger, Tourism & Hospitality Management

Snyder, Chris, Economics

### ex officio:

Houck, Janice, Acting EIG Coordinator, Gelman Library

Jackson, Rebecca, Gelman Library

Linebaugh, Craig, Associate Vice President for Academic Planning and Special Projects

Rogers, Thomas A., Jr., Director, Human Resources Services

**\*West, Lynda L., Teacher Preparation and Special Education, Executive Committee Liaison**

**\*Member of the Senate**

#### FISCAL PLANNING AND BUDGETING

\*Chair: William B. Griffith, Philosophy  
Cherian, Edward J., Management Science  
Cordes, Joseph, Public Policy  
Friendenthal, Jack, Law  
Kanungo, Shivraj, Management Science  
Lang, Roger, Engineering  
Packer, Randall, Biological Sciences  
Ribar, David, Economics  
Shotel, Jay, Teacher Preparation & Special Education  
Skelton, Margaret, Health Care Sciences  
Snyder, Chris, Economics  
Umpleby, Stuart, Management Science  
Waters, Robert C., Engineering Management  
Yezer, Anthony, Economics

#### ex officio:

Bass, Gerald H., Associate V.P. for Health Economics, Medical Center  
Boselovic, Don, Associate Vice President for Finance  
Chernak, Robert A., Vice President for Student and Academic Support Services  
Harding, Harry, Dean, Elliott School of International Affairs  
Katz, Louis H., Vice President and Treasurer  
Lehman, Donald R., Vice President for Academic Affairs  
\*Wirtz, Philip, Management Science, Executive Committee Liaison  
Siggins, Jack, University Librarian  
Whitaker, Roger, Associate Vice President for Academic Development and Continuing Education

#### HONORS AND ACADEMIC CONVOCATIONS

\*Chair:  
Klarén, Peter, F., History and International Affairs  
Regnell, Joan, Speech and Hearing  
Sullivan, Patricia, Exercise Science

#### ex officio:

Anderson, G. David, University Archivist, Gelman Library  
Cussamano, Laura, Student Liaison  
Freedman, Michael, Vice President for Communications  
\*Harrington, Robert, Engineering, Executive Committee Liaison  
Holland, Sandy H., University Relations  
Kasle, Jill F., University Marshal  
Lehman, Donald R., Vice President for Academic Affairs

\*Member of the Senate

## **LIBRARIES**

**\*Chair:** Glascock, John, Finance  
Cook, Patrick, English  
Gastwirth, Joseph, Statistics  
Harizanov, Valentina, Mathematics  
Kanungo, Shivraj, Management Science  
Smith, Carol, Pathology  
Toftoy, Charles, Management Science

### **Ex officio:**

Bader, Shelley A., Director, Medical Library  
**\*Klarén, Peter, F., History and International Affairs**  
Lehman, Donald R., Vice President for Academic Affairs  
Noor, Ali, Student Liaison  
Pagel, Scott B., Librarian, Law Library  
Siggins, Jack, University Librarian  
Sterling, Christopher, Associate Dean for Graduate Studies, CSAS

## **PHYSICAL FACILITIES**

**\*Chair:** Divita, Salvatore, Marketing  
Cawley, James F., Public Health  
**\*Haque, Muhammad, Engineering**  
Junghenn, Hugo, Mathematics  
Lipscomb, Diana, Biological Sciences  
Sabelli, Bradley, Theatre/Dance  
Ullman, Daniel, Mathematics

### **ex officio:**

Eusebe, Ingrid, Manager, Fiscal Operations and Chair, Space Committee, Gelman Library  
**\*Harrington, Robert, Engineering, Executive Committee Liaison**  
Katz, Louis H., Vice President and Treasurer  
Linebaugh, Craig, Associate Vice President for Academic Planning and Special Projects  
Lyons, Roger, Executive Director, Facilities  
Posner, Ben, Student Liaison

**\*Member of the Senate**

**PROFESSIONAL ETHICS AND ACADEMIC FREEDOM**

**\*Chair: Maggs, Gregory, Law**

Darr, Kurt, Health Sciences Management and Policy

**\*Gallo, Linda L., Biochemistry and Molecular Biology**

Goodenough, David, Radiology

**\*Harrington, Robert J., Engineering**

Kahn, Walter K., Engineering

Robinson, David, Law

**\*Simon, Gary, Medicine**

**ex officio:**

Folkerts, Jean, Interim Dean, Columbian College

Linebaugh, Craig, Associate Vice President for Academic Planning and Special Projects

Pankin, Mary Faith, Librarian, Collection Management Services

Weitzner, Richard, Associate General Counsel

**\*Wilmarth, Arthur E., Jr., Law, Executive Committee Liaison**

Young, Michael K., Dean, Law

**RESEARCH**

**\*Chair: Briscoe, William, Physics**

Berman, Barry L., Physics

Bjelajac, David, Fine Arts & Art History

Eom, Kie, Engineering

Roper, William, Engineering

Wasyliwski, Wasył, Engineering

Zaghloul, Mona, Engineering

**ex officio:**

Barthell, Dan, Gelman Library

Ladisch, Stephan, Director, GWU Institute of Biomedical Sciences

Sigelman, Carol, Associate Vice President for Research and Grad. Studies

**\*Simon, Gary, Medicine, Executive Committee Liaison**

Tong, Timothy W., Dean, SEAS

**\*Member of the Senate**

**UNIVERSITY AND URBAN AFFAIRS**

**\*Chair: Cordes, Joseph, Public Policy**  
**Captain, Yvonne, Romance Languages & Literatures**  
**Ludlow, Gregory, Romance Languages**  
**Nashman, Honey, Sociology**  
**Steeves, Kathleen, Teacher Preparation and Special Education**  
**Umpleby, Stuart, Management Science**

**ex officio:**

**Bennicasa, Carl, Student Liaison**  
**Betts, Keith, Executive Director, Alumni Relations**  
**Cannaday, Rob, Counselor, Multicultural Student Services**  
**Clayton, La Nina, Special Collections, Gelman Library**  
**Demczuk, Bernard, Assistant V.P. for District of Columbia Affairs**  
**Enriquez, Christine, GW Health Plan**  
**Hartman, Josh, Student**  
**Katz, Louis H., Vice President and Treasurer**  
**Matsumoto, Amiko, Director, Office of Community Service**  
**Robinson, Sammie, Associate Director, Undergraduate Admissions**  
**Phillips, Susan M., Dean, School of Business and Public Management**  
**\*Wilmarth, Jr., Arthur E., Law, Executive Committee Liaison**

**\*Member of the Senate**

The following Committee is not a Standing Committee of the Faculty Senate, but is listed for your information:

**JOINT COMMITTEE OF FACULTY AND STUDENTS**

**Faculty Members:**

**\*Co-Chair, Paratore, Salvatore, Educational Leadership**  
**Beck, Sylven, Teacher Preparation and Special Education**  
**Ismail, Catheeja, Radiology**  
**Korman, Can E., Engineering**

**ex officio:**

**Beaulieu, Adrian, Director of International Programs, ESIA**  
**Beil, Cheryl, Director of Academic Planning and Assessment**  
**Chernak, Robert A., Vice President for Student and Academic Support Services**  
**Clayton, La Nina, Public Services Librarian, Special Collections, Gelman Library**  
**Donnels, Linda, Dean of Students**  
**Gargano, Michael, Assistant Vice President for Student and Academic Support Services**  
**Folkerts, Jean, Interim Dean, Columbian College**  
**\*Simon, Gary, Medicine, Executive Committee Liaison**  
**Wilson, Robert J., Assistant Director, Education Services, University Counseling Center**  
**Wooldridge, Annie B., Assistant Vice President**

**Student Members: to be elected**

**ex officio:**

**President, GW Student Association**  
**Executive Vice President, GW Student Association**

**\*Member of the Senate**



THE GEORGE WASHINGTON UNIVERSITY  
Washington, D.C.

The Faculty Senate

April 29, 2002

The Faculty Senate will meet on Friday, May 10, 2002, at 2:10 p.m. in the Alumni House, First Floor, 1925 F Street, N.W.

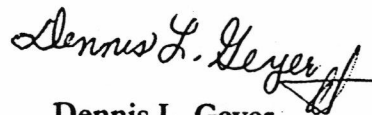
AGENDA

1. Call to order
2. Introduction of new members
3. Approval of the minutes of the regular meeting of April 12, 2002, as distributed
4. Resolutions

**A RESOLUTION TO AMEND THE FACULTY CODE OF THE  
GEORGE WASHINGTON UNIVERSITY TO PROVIDE A REQUESTED  
STATEMENT OF REASONS TO LONG-TERM CONTRACT FACULTY  
UPON NONRENEWAL OF THEIR APPOINTMENTS (02/01); Professor  
Arthur E. Wilmarth, Jr., Chair, Committee on Professional Ethics and  
Academic Freedom**

5. Report on the Mount Vernon Campus by Executive Dean Grae Baxter
6. Report on Part-time Faculty, Professor Emmet R. Kennedy, Jr., Chair, Committee on Appointment, Salary, and Promotion Policies
7. General Business:
  - (a) Nomination for election of Professor Peter F. Klarén (ESIA) to the Executive Committee for the 2002-03 Session, Professor Linda L. Gallo (for the Nominating Committee)
  - (b) Approval of dates for regular Senate meetings in the 2002-03 Session recommended by the Executive Committee as follows: May 10, 2002, September 13, 2002, October 11, 2002, November 8, 2002, December 13, 2002, January 17, 2003, February 14, 2003, March 14, 2003, April 11, 2003
  - (c) Nomination for re-appointment by the President of Professor Scott B. Pagel as Faculty Senate Parliamentarian for the 2002-03 Session
  - (d) Nomination for election of Chairs and members of Faculty Senate Standing Committees for the 2002-03 Session (list to be distributed at meeting)

- (e) Nomination for election of Professor Kurt J. Darr (SPHHS) as a member of the Dispute Resolution Committee for a three-year term commencing May 1, 2002; election of Professor Darr as Chair of the Dispute Resolution Committee for a one-year term commencing May 1, 2002
  - (f) Nomination for appointment by the President to Administrative Committees (nominations to be announced)
  - (g) Nomination for appointment by the Board of Trustees to the following Committees: Trustees Committee on Academic Affairs: Lilien F. Robinson; Trustees' Committee on Student Affairs: Salvatore R. Paratore; Trustees' Centuries Campaign Committee: William B. Griffith; Trustees' Committee on External Affairs: Joseph J. Cordes; Trustees' Committee on Infrastructure and Information Technology: Philip W. Wirtz
  - (h) Nomination for election by the Faculty Senate to the Student Grievance Review Committee (nominees to be announced)
  - (i) Report of the Executive Committee: Professor Lilien F. Robinson, Chair
  - (j) Annual Reports from Senate Standing Committees
8. Brief Statements (and Questions)
9. Adjournment



Dennis L. Geyer  
Secretary

**A RESOLUTION TO AMEND THE FACULTY CODE OF THE GEORGE  
WASHINGTON UNIVERSITY TO PROVIDE A REQUESTED STATEMENT OF  
REASONS TO LONG-TERM CONTRACT FACULTY UPON NONRENEWAL  
OF THEIR APPOINTMENTS (02/01)**

**WHEREAS,** Article II of the Faculty Code provides a guarantee of academic freedom to all members of the faculty, including those members who do not have tenured or tenure-accruing appointments ("contract faculty"); and

**WHEREAS,** Article V.A. of the Faculty Code provides that each appointment of a contract faculty member for a definite period of service expires (subject to certain qualifications) upon completion of the stated term of the appointment; and

**WHEREAS,** granting a contract faculty member with nine or more years of full-time service the right to request a written statement of reasons for the nonrenewal of his or her appointment will encourage decision-making based on sound reasons, while preserving appropriate flexibility in terminating faculty members without tenure; and

**WHEREAS,** it is fair and reasonable to inform a long-term, full-time member of the contract faculty of the reasons for a nonrenewal decision, upon request; and

**WHEREAS,** among other reasons, a long-term, full-time member of the contract faculty might request such a written statement for the reasonable purpose of showing potential future employers that the University decided not to renew his or her appointment based on declining enrollment or other relevant curricular or programmatic considerations, and not because of incompetence, substandard performance or misconduct; **NOW, THEREFORE,**

**BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY THAT THE FACULTY CODE BE AMENDED AS FOLLOWS:**

1. That Article V.B. of the Faculty Code be amended by adding a new paragraph 2, to read as follows:

**2. Providing Information as to the Basis for the Nonrenewal of Certain Appointments.**

If a decision is made not to renew a regular, active-status faculty member who has served in a full-time, non-tenure-accruing status for nine or more years, that faculty member is entitled, upon request, to obtain a written statement of the reasons for the decision.

2. That existing paragraphs 2 and 3 of Article V.B. of the Faculty Code be redesignated as paragraphs 3 and 4 thereof.

Committee on Professional Ethics and Academic Freedom  
April 19, 2002

## **REPORT ON PART-TIME FACULTY BY THE SENATE COMMITTEE ON APPOINTMENT, SALARY, AND PROMOTION POLICIES**

The ASPP Committee following directives of the Executive Committee took up the issue of part-time faculty in three different meetings. A survey of all department heads was made in September (Attachment 1; figures below come from this survey). Most departments have no problems with part-time faculty. In general they are those using few part-timers or using highly specialized well-paid part-timers who teach upper division courses. This would be the case of the Law School and presumably much of the Medical School, although we received little information from the latter.

On the other hand almost all the language departments expressed real duress. They rely heavily on part-timers for lab work, composition, and conversation. The work-load is heavy and the pay is minimal, even though the Administration has raised the floor of a part-time salary for all 3 credit courses (University-wide) to \$2500. This reportedly is below the minimum paid by two or more of our local competitors.

The first concern is how part-time faculty affect the quality of instruction. The consensus here is that it often impacts it negatively, despite the dedication of numerous part-timers. One example is the tendency to underassign written work in the English department. In so far as the part-time faculty members are concerned, morale cannot be expected to be high when salaries (taking everything into consideration) are about 1/3 of full-time faculty, prospects of promotion are dim and time for working on publications is minimal.

The Committee was fortunate to receive figures for Fall 2000 on Part-Time Faculty from Peggy Cohen, Assistant Vice-President for the Institute of Research (Attachment 2). Attachment 2 tends to corroborate Attachment 1 with some minor discrepancies. Her figures give the following range of salaries for part time-faculty: \$2500-3175 for lecturers without the doctorate; \$2700-3500 for Assistant Professorial Lecturers; \$2875-3700 for Associate Professorial Lecturers; \$3300-4200 for Professorial Lecturers. These salaries are an improvement over the past. V.P. Lehman has put \$500,000 additional funds into part-time faculty salaries in the last few years. Furthermore, there is the category of regular part-time faculty whose salaries range from roughly \$14,000 to 20,000 and who carry a 2/2 load.

Most of the chairpersons did not add comments in our poll of last September. Those who did are quoted below. The East Asian Languages and Literatures Department has eight part-timers teaching Chinese, Japanese, and Korean, or 90% of the introductory courses and 10% of the upper level.

The School of Political Management relies heavily on part-faculty, and indicates part-time salaries have not increased since 1987 when the Program was established. It should be noted, however, that the average part-time pay in that School is \$5,000. per course.

The Romance Languages Department is, to use the words of its chairperson, in a "desperate situation." It has 35 part-timers and 16 full-timers. Part-timers teach the vast majority of the courses, usually more than one lower level course. Prof. Vergara writes: "The administration of a

department with so many part-timers is very difficult. The education of our students is in the hands of uncommitted faculty. We need to solve this problem."

The Elliott School has 80 part-time faculty (most of whom teach "skills" courses), plus 39 budgeted faculty and 70 non-budgeted faculty.

The Music department is in a special situation since they rely so heavily on local musicians to give one on one instrument instruction. The figures are 52 part-time faculty and 6 full-time faculty.

The English departments has the most acute problem of the language and literature departments. Ninety-nine courses are being taught by 63 part-timers whose salaries gravitate toward the very bottom of the new part-time salary scales. (\$2600 on the average.) On April 5, Professor Chris Sten, Chairman of the English department, made a presentation to the ASPP Committee. What follows is a synopsis of what he said:

Hiring is often done rapidly in the Fall with at best an interview by the chairman, not by the department. It is very difficult under these circumstances to know how good a candidate will be. Visitations are not made to classes as it would absorb far too much time. Part-time faculty do not advise. Morale is low, mostly because of low salaries. There is a serious problem of retention and continuity of these faculty members. If they pursue scholarship and are successful at it, they get other jobs and leave. In general, Prof. Sten said he felt that reliance on full-time, rather than part-time faculty, was better for the reputation of the University. On the positive side, student evaluations of English department part-timers are very good and complaints from students are rare.

Vice-President Lehman, who is an ex-officio member of the Committee, made some cautionary remarks concerning the evaluation of the part-time faculty. He asked that the whole situation of the University be considered, not just its sore spots; that part of the solution (for example for the English department) would be for more full-time faculty to be engaged in freshman and sophomore instruction. Reliance on GTA's, post-docs, and contract faculty could be another solution. And finally, the cost of bettering the situation of part-time faculty has to be weighed against the Administration's effort to increase the salary levels of all G.W. Schools to the AUUP 60% level.

Conclusion: 1) Departments with large numbers of part-time faculty need to make a more forceful case to the administration regarding their instructional needs. 2) The Administration, together with ASPP Committee, should come up with a reasonable formula correlating the monetary value of part-time service to a fraction of corresponding full-time remuneration.

Committee on Appointment, Salary, and Promotion Policies  
Professor Emmet Kennedy, Chair

April 25, 2002

## ATTACHMENT 1

TABULATION OF QUESTIONNAIRE RESULTS ON GWU PART-TIME FACULTYCCAS

	<u>Nos &amp; Ratio</u> P.T.V F.T.	<u>Courses Taught</u>	<u>Types of Courses</u>	<u>Salary</u>
Anthr.	14-13	21	Intr. 8; Upper 6; Grad.7	\$2267
Biology	5-16	6	Intr. 3; Upper 2	\$3700 \$1800 L
Classics	9-6	15	Intr. 13; 2 Upper	
East Asian		1-2	Intr. 90% Upper %10	\$2750- \$3000
English	63-45	104	Intr. 99; Upper 5; Grad 0	\$2500- \$2750
Economics	10-30	11	Intr. 1; Upper 5 Grad 5	\$3800
Genetics		1	Grad. 1	\$3100
German & Sl.	12-7	21	Intr. 17; Upper 4	\$2700
History	4-30	4	Upper	\$2750
Maths.	5-18	6	Intr.	\$2900
Physics	10-14	3; 15 labs	Intr. 17; Grad. 1	\$3000 \$1700L
Pol. Mgt.	25-3	40	Grad.	\$5000
Pol.Sc.	12-32	15-20		
Psych.	2-18	5	Intr.3; Upper 2	\$2800



	<u>Nos. &amp; Ratio</u> P.T. V F.T.	<u>Courses Taught</u>	<u>Types of Courses</u>	<u>Salary</u>
Religion	4-6	5	Intr. 3; Upper 2	\$3000
Romance	31-16	89	Intr.	\$2600
Smpa	23-27	15-18 AY	Intr. 1; Upper 8	\$3000
Sociology	12-12	16	Intr. & Upper	\$2700
Speech	5-7	6	Intr. 2; Upper 1 Grad.3	\$2500
Telecom		8	All levels	\$3-3500

ESIA

80-109	84 AY	Intr. 1; Upper 2; Grad 39	\$3500
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GSEHD

50-28	75		\$2500
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SBPM

Acct.	13-16	27	Intr.12; Upper 3; Grad 12	\$4000
Finance	5-14	5	Intr.1; Grad. 4	\$4000
Pub.Ad.	4-13	4	Grad.	\$3000
Tourism	8-7	11	Undergrad. 2 Grad. 6	\$2700

<u>Nos. &amp; Ratio</u>	<u>Courses Taught</u>	<u>Types of Courses</u>	<u>Salary</u>
P.T. V F.T.			

SPHHS

Epid. & Bio.	23-8		Grad.	\$3600
EX. Science	21-6	27	All levels	\$3300

## ATTACHMENT 2

Fall 2000								
	Full-time Faculty*			Part-time Faculty	Percent Taught by Full-time**			
	Regular	Other	Total		Undergraduate		Graduate	
					Sections	Students	Sections	Students
CCAS								
American Studies	8	0	8	2	70	93	86	93
Anthropology	8	1	9	5	63	80	44	50
Art Therapy	1	0	1	5			57	47
Biological Sciences	17	0	17	9	88	97	80	52
Chemistry	12	0	12	9	79	85	100	100
Classics & Semitic Lang & Lit	6	0	6	6	48	33		
Communication	4	0	4	7	41	39		
Earth & Envir Sci	6	2	8	4	90	91	100	100
East Asian Lang & Lit	7	0	7	10	67	63		
Economics	23	1	24	11	76	77	82	88
English as a Foreign Language	13	0	13	4	94	95		
English	37	1	38	57	37	40	100	100
Fine Arts/Art History	16	3	19	23	47	56	57	69 **Art History only
Forensic Sci	5	0	5	14			34	29
Geography	6	0	6	3	69	65	100	100
German/Slavic Lang & Lit	7	0	7	11	47	59		
Grad School of Political Mgt	1	3	4	16				
History	16	4	20	6	80	89	83	79
Judaic Studies	1	0	1	0				
Mathematics	15	1	16	8	71	65	100	100
Museum Studies	2	0	2	3			50	58
Music	5	0	5	44		33		
Philosophy	8	0	8	6	52	46	100	100
Physics	12	4	16	11	85	84	100	100 Includes Astronomy
Political Science	23	4	27	14	69	75	70	67
Professional Psychology	2	0	2	5			15	17
Psychology	21	3	24	11	64	62	100	100
Public Policy	1	0	1	2			75	77
Religion	6	0	6	5	75	78		
Romance Lang & Lit	13	3	16	28	35	33		
School of Media & Public Affairs	15	1	16	7	76	79	80	91
Sociology	9	2	11	8	46	49	78	90
Speech & Hearing Science	6	0	6	5	56	50	83	96
Statistics	11	9	20	7	54	51	100	100
Telecommunications Studies	2	0	2	1			40	42
Theatre & Dance	9	1	10	15	81	84	57	44
Women's Studies	1	0	1	5	25	14	86	90
TOTAL CCAS	355	43	398	387	54	63	63	60
SBPM								
Accountancy	13	1	14	8	60	69	50	59
Finance	14	1	15	3	88	84	85	87
International Business	10	4	14	3	88	93	93	93
Management Science	40	7	47	32	30	27	71	74
Marketing	7	1	8	4	40	28	83	64
Public Administration	13	2	15	1	100	100	89	96
Strategic Mgt & Public Policy	12	0	12	2			100	100
Tourism & Hospitality Mgt	7	1	8	4	80	68	75	82
	116	17	133	57	67	72	75	78
ESIA	36	0	36	22	60	76	35	33
SEAS								
Civil & Environmental Engr	7	3	10	16	88	92	56	53
Computer Science	16	1	17	12	53	63	55	48
Electrical Engr & Computer Engr	21	1	22	4	100	100	60	59
Engineering Mgt & Systems Engr	16	5	21	34	33	41	34	39
Mechanical & Aerospace Engr	13	0	13	6	67	72	50	45
	73	10	83	72	70	75	45	46
GSEHD								
Counseling/Human & Organizat'l Stud	21	2	23	9	50	50	75	77
Educational Leadership	22	6	28	29	0	0	70	67
Teacher Prep & Special Educ	20	6	26	33	0	0	42	42
	63	14	77	71	8	2	60	61
LAW	66	4	70	101			60	79
IR 3/7/02								
*Excludes administrators with faculty rank and faculty on lwos.								
** Courses taught by Prof. Staff omitted from the base								
Also excludes labs, recitations, discussions, independent study								